

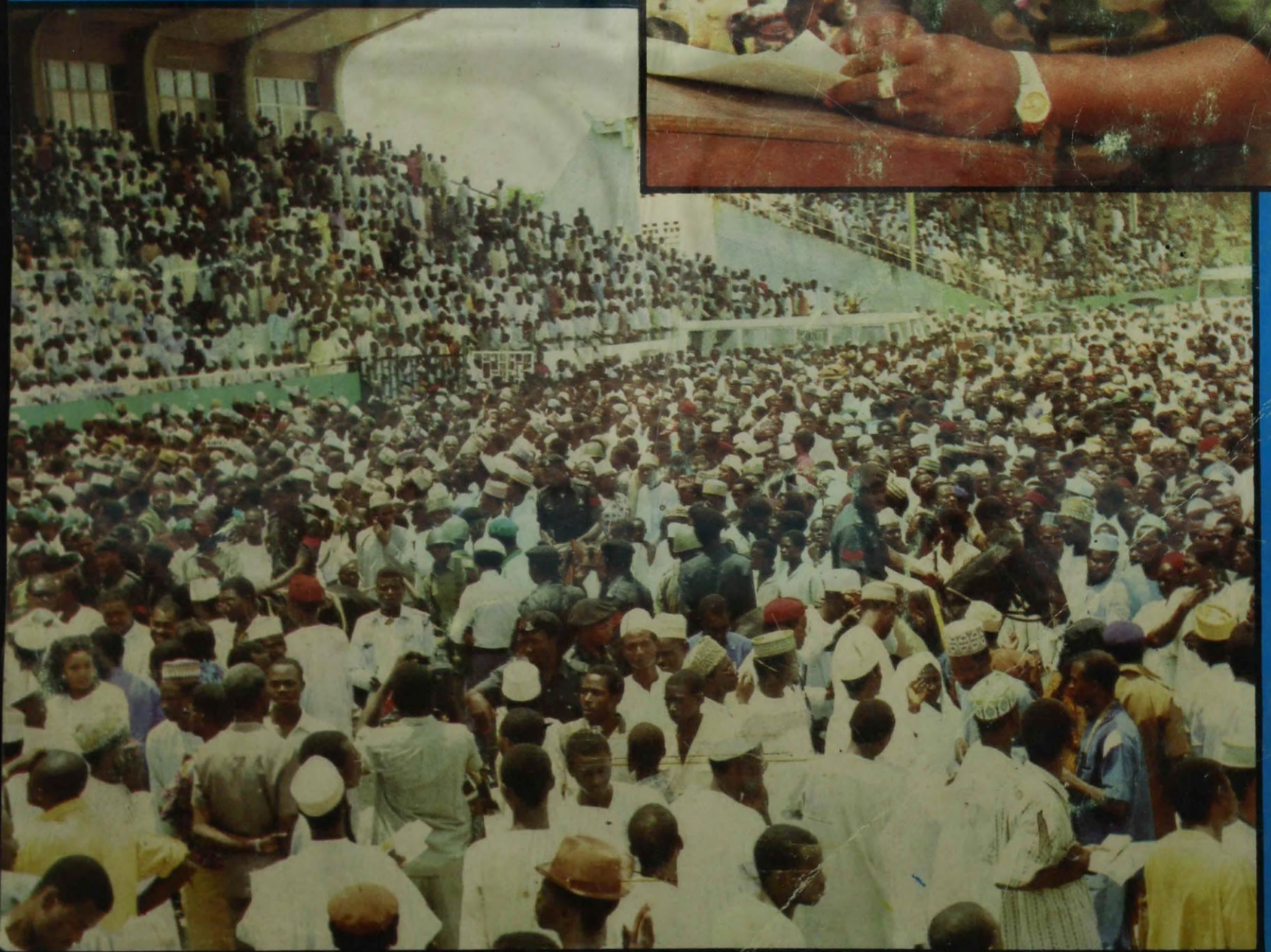
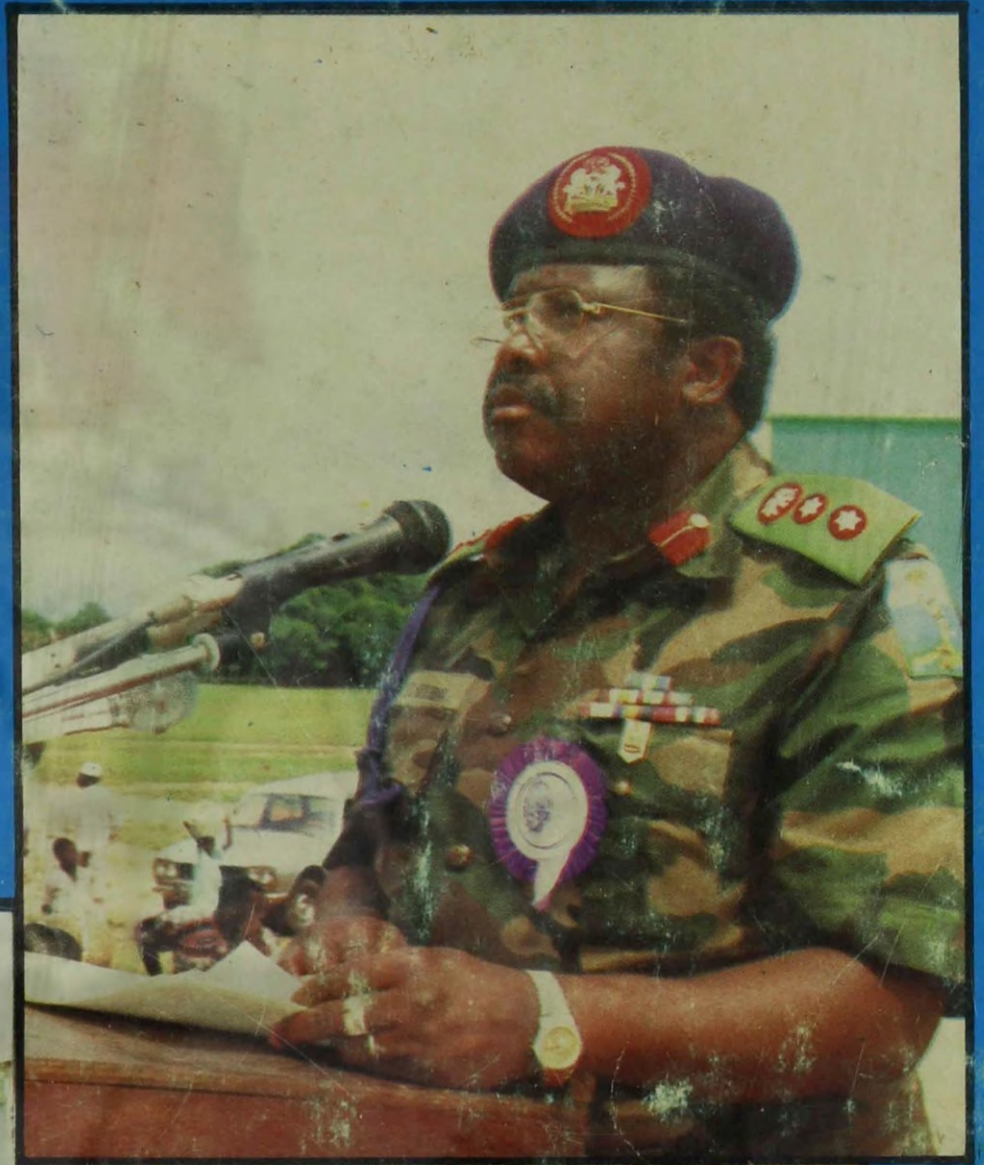
ONE YEAR ANNIVERSARY

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Salient Speeches of Governor Tanko Ayuba

Compiled by Mr. Felix Sanda,
Director of Media Affairs,
Government House, Kaduna.





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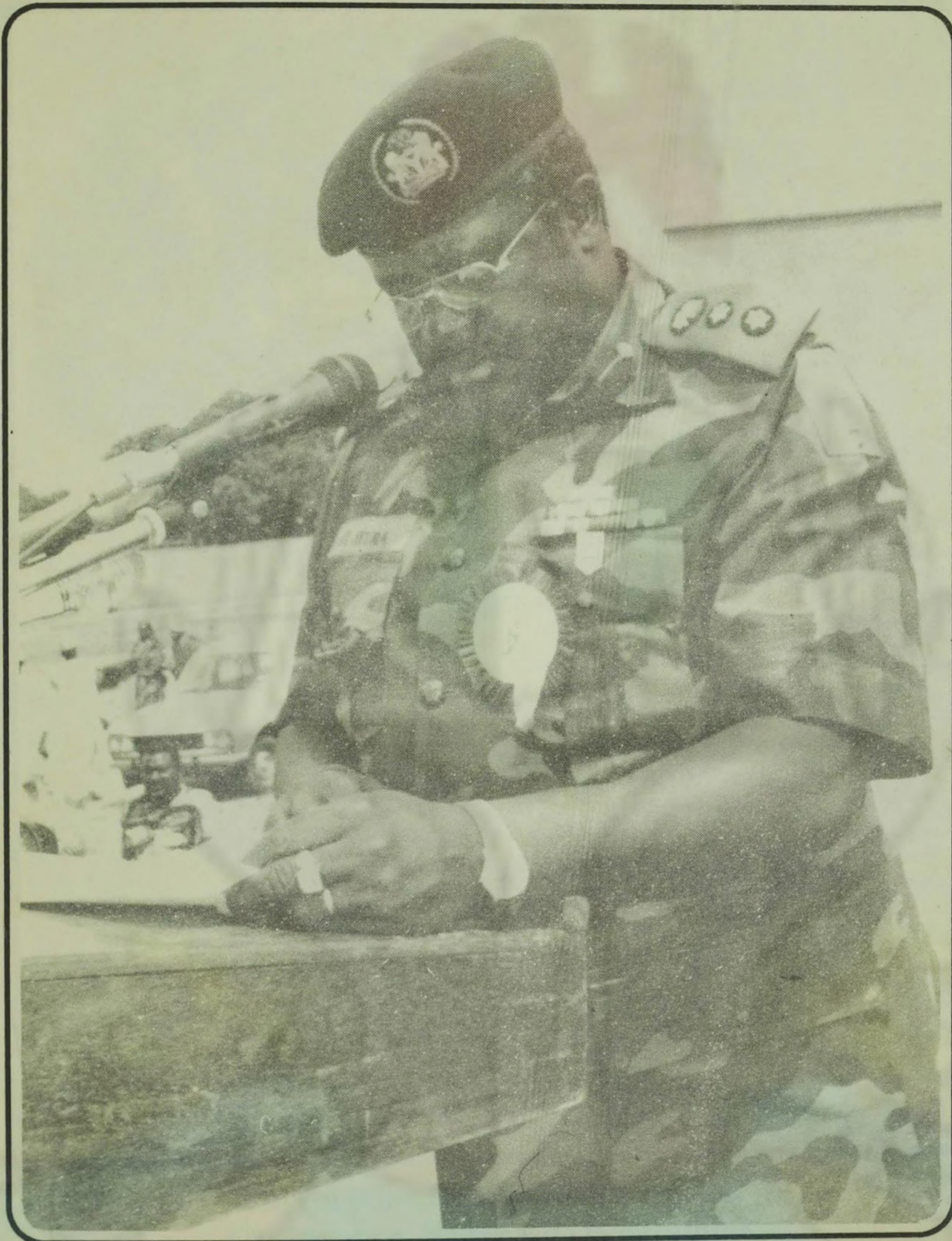
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**General Ibrahim Badamasi Babangida, CFR, fss, mni.
President and Commander-in-Chief of the Armed Forces
of the Federal Republic of Nigeria.**

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**Colonel Abubakar Tanko Ayuba fss, psc, mni,
Military Governor of
Kaduna State**





**Hajiya (Chief) Ralia Ronke Ayuba,
Chairperson, Better Life Programme,
Kaduna State.**





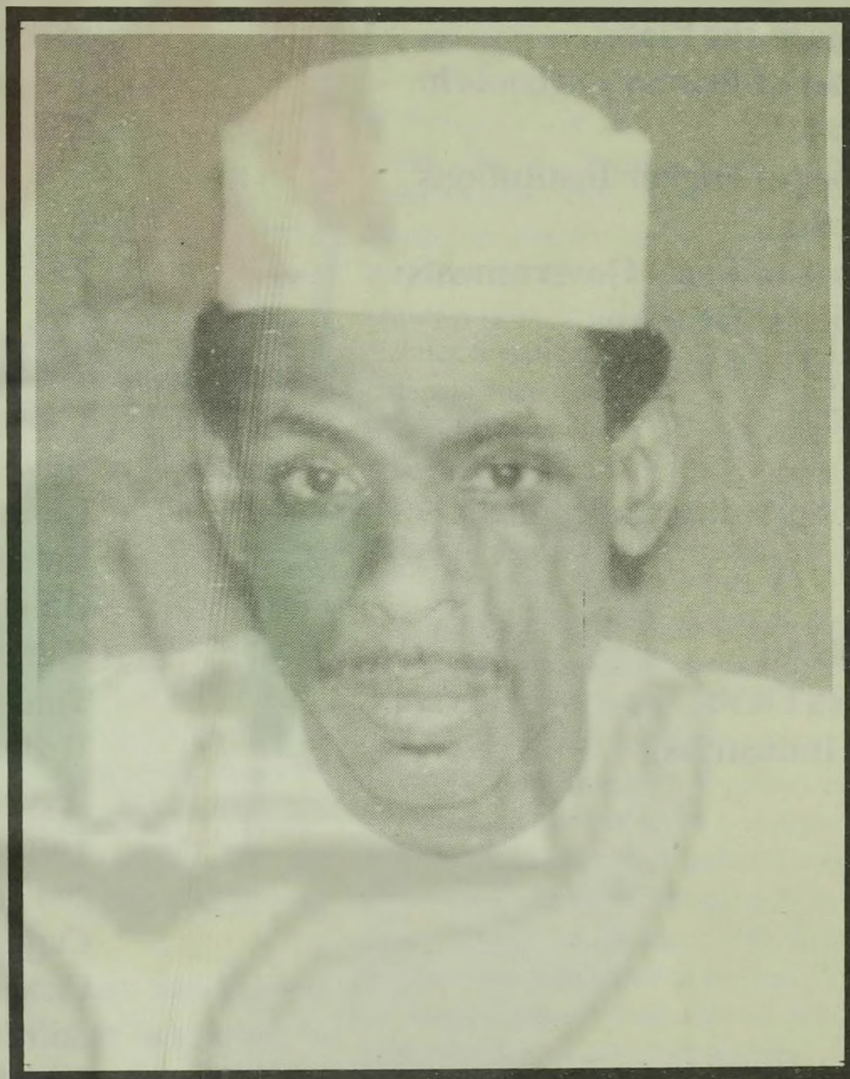
**Mrs. Aishatu Pamela Sadauki,
Deputy Governor of
Kaduna State.**



FORWARD

This is a small presentation of some of the speeches of the Military Governor of Kaduna State, Colonel Abubakar Tanko Ayuba from September 1990 when he assumed duty to the end of August 1991.

They represent a wide variety of occasions which require the outliving of some of the philosophical trends, input into major policy decisions and advice which situations warranted. The collection is a record, as much for the improvement of understanding of the rationale behind Government actions, as well as for posterity.



Dr. Hakeem Baba-Ahmed

Happy Reading.

(Signed),
Dr. HAKEEM BABA-AHMED,
DIRECTOR-GENERAL
(POLITICAL AND SPECIAL SERVICES).

THIS IS KADUNA STATE

Location: — The State lies between latitude 09° 02' N 11° 32' N; and between longitudes 06° 15' E and 08° 50' E.

Population:	—	3,459,600 (1990 Projected).
Area:	—	45,567 Square Kilometres.
Number of Farming Facilities in the State:	—	577,511.
Number of Post-Primary Schools in the State:	—	161.
Number of Primary Schools in the State:	—	1,385.
Number of Higher Institutions in the State:	—	4.
Number of Local Governments:	—	13.
Number of Districts:	—	57.
Main Ethnic Groups:	—	Fulani, Hausa, Gbagyi, Kaje, Kadara, Jaba.
Minerals:	—	Molybdenite Kaolin, Columbite, Aquamarine, Sapphires, Gold.
Main Agricultural Products:	—	CROPS: Guinea-corn, Millet, Maize, Rice, Yam, Potatoes, Ginger, Groundnuts, Chillies and Sheanuts.
ANIMAL:	—	Cattle and Sheep, Poultry and Fisheries.
FORESTRY:	—	Timber and Firewood.
Main Industries:	—	Textiles, Automobile Assembly (Peugeot), Fertilizers, Cigarettes, Tarpaulin, Coalter, Jute, Animal and Forestry Feeds, Garments and Carpets, Bicycle Assembly, Toiletries, Cane Sugar, Edible Oil, Bricks, Soft Drinks, Yoghourt and Cheese, Furniture, Domestic Ware, Automobile Spares.
Resorts:	—	Zaria Dam, Nimbria and Afaka Forest Reserves, Kamuku Game Reserves.
Cultural and other Holidays:	—	Sallah, Christmas, October 1st, May Day.

Kaduna State occupies a strategic position in the national historical and contemporary structure in so many ways. It is summed up in knowledgeable circles as the incubator of modern Nigeria. In colonial days, it provided the base and setting for the political and military strategy for the successful colonial domination of Nigeria, and Kaduna's position, even in early colonial days, was critical in any long-term projection of events in Nigeria. It provided the administrative headquarters of colonial Northern Nigeria, and one of the great national centres of commerce, industry, administration and education.

Not surprisingly, it also remained the headquarters of the decolonising Northern Nigeria, playing an even greater role in the politics of decolonization. 'Kaduna', then came to represent more than a thriving, cosmopolitan city, but the embodiment of a 'North' coming fully into maturity with the rest of the nation. The debates, the dramas, the strategies and the tactics which characterized the twilight years of colonial rule were largely thought-out in Kaduna, with an intellectually based input from nearby Zaria Town, which itself was fast becoming a major centre of intellectual development.

Kaduna continued to exert a controlling influence on the politics of the nation right up to the end of the first republic. Indeed, the popular saying that "when Kaduna sneezes, the nation catches cold" could be traced to those early days. It then became the capital of the Northern Group of Provinces, the North Central State, the old Kaduna State (including what is today Katsina State), and the present Kaduna State.

Bio-Data

Colonel Abubakar Tanko Ayuba fss, psc, mni

COLONEL Abubakar Tanko Ayuba, the eleventh Military Governor of Kaduna State, was born to Ayuba Dan Bauci Diri an ex-service-man/farmer and Maryamu Jani Ayuba Dan Bauci, a housewife on 12th of April, 1945 at Diri Daji in Sakaba Wasagu Local Government Area of Zuru Emirate, Sokoto State. He is the fifth son in a family of fourteen children.

Colonel Ayuba started his primary education in 1952 at the Army Children School Angwan Shanu, Kaduna. In 1956, he left for St. Michael's Kaduna where he completed primary school education in 1957.

Colonel Ayuba started his Military Career at the then Boys Company Zaria now Nigerian Military School from 1958 - 1962.

On passing out in 1962, Colonel Ayuba was posted to 1 Brigade Signal Troop of the Nigerian Army Kaduna as a Private Soldier where he served till 1964. From 1964 - 1966, he was in the 1 Area Command Signal Squadron Kaduna. During that period, he was promoted to Lance Corporal in 1964 and Corporal in 1965.

In 1966, Colonel Ayuba proceeded to the School of Signals Yorkshire, England for instructors course. On return from England later in the same year, he attended a cryptography course in the School of Signals, Apapa, Lagos. He was promoted to Sergeant in the same year.

Following the outbreak of the Nigerian Civil War, Colonel Ayuba attended emergency Course 1 of the Nigerian Defence Academy Kaduna from July - August 1967. He was commissioned as a Second Lieutenant in August 1967 and was posted to 1 Signal Regiment Makurdi as an Adjutant. In 1969, he was posted to 4 Sector AWKA as Officer Commanding, 4 Sector Signal Squadron. He also held the appointments of DAA, QMG and Camp Commandant in the same 4 Sector. Similarly, he was promoted to the substantive rank of Lieu-



Colonel Tanko Ayuba
tenant in 1969 and Field Major in the same unit.

At the end of the Civil War, Colonel Ayuba dropped the field rank of Major and left 4 Sector on 13th January, 1970 to attend Signal Young Officers Course (Q Course) in Lagos. Later in the year, he proceeded to School of Signals Blandford Camp in Dorset, United Kingdom for the Young Officers Signals Qualifying Course.

On return from the United Kingdom in 1971, he was posted to Ibadan Garrison Organisation (IGO) as the Garrison Signal Officer. As a result of re-organisation carried out in the Nigerian Army in the same 1971, IGO was re-designated to 6 Mechanised Brigade and was moved to Akure, the Ondo State Capital. Colonel Ayuba still maintained his appointment as Officer Commanding the Signal Squadron. While in Akure, he was the President of Mess Committee (PMC) and got promoted to the rank of Captain in 1972.

In the same year, he left Akure for Fort Gordon Georgia in the United States of America to attend the Signal Officers Advance Course. On return from the course in 1973, he was posted to 1 Signal Brigade as Brigade Major (BM), a position he held till February, 1974 when he was posted to 1 Signal Regiment Kaduna as the Commanding Officer. While serving in Kaduna, he was promoted to the rank of Major in 1974.

In March 1976, he was re-posted to 1 Signal brigade Lagos as acting Brigade Commander. From 1979-1980, he attended the Command and Staff College Jaji Course 1. He was promoted to the rank of Lieutenant Colonel in 1979.

At the end of the Command and Staff College in 1980, he was posted to 2 Mechanised Infantry Division, Ibadan as Commander, Div. HQ & Signals. In 1981, he was posted to Lagos as Commander, Corps Signals, Brigade, Mile 2. In the same year, he was re-deployed to Army Headquarters Garrison and Signal Group Ikeja as the Garrison Commander. In January, 1984, he became the Corps Commander, Signals at the Ministry of Defence Independence Building Lagos, a position he held till August 1985, when he was appointed Federal Minister of Communications and Member of Armed Forces Ruling Council. He was promoted to the rank of Colonel in 1986.

In December 1987, he left the Ministerial post and was nominated to attend the Senior Executive Course 10 at the National Institute for Policy and Strategic Studies, Kuru-Jos from January - October, 1988. At the end of the course, he was deployed to Army Headquarters, Adjutant General's Office as Director of Manning Nigerian Army, Lagos. In January 1990, Colonel Ayuba was re-deployed to the Directorate of Army Reserve, Recruitment and Resettlement as the Director-General.

In August, 1990, Colonel Ayuba was appointed the Military Governor of Kaduna State and was sworn-in in that capacity by the President, Commander-in-Chief of the Armed Forces, General Ibrahim Babangida.

Colonel Ayuba is happily married to Hajiya (Chief) Ralia Ronke Ayuba and is blessed with eight children namely;

- (a) Yakubu 23 years
- (b) Rakiya 22 years
- (c) Hadiza 19 years
- (d) Abdullahi 17 years
- (e) Zainab 15 years
- (f) Amina 11 years
- (g) Mohammed 10 years
- (h) Sadiq 1 year

His hobbies include:

- (a) Music
- (b) Football
- (c) Travelling
- (d) Making Friends
- (e) Reading

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**ADDRESS BY THE MILITARY GOVERNOR OF KADUNA STATE COL ABUBAKAR
T. AYUBA AT THE SWEARING-IN CEREMONY OF THE DEPUTY GOVERNOR,
MRS. AISHATU P. SADAUKI AT LUGARD HALL, KADUNA, ON WEDNESDAY, 5TH
SEPTEMBER, 1990**

This occasion is summoned to formally swear-in the newly appointed Deputy Governor of this State. It also marks an important milestone in the process of the gradual unfolding of the Transition to Civil Rule Programme in many respects. Let me begin therefore by congratulating the Deputy Governor on her appointment, and wish her the best of luck in the discharge of her responsibilities.

As the nation is now aware, the Presidency had very carefully, selected Deputy Governors to serve in their own State of origin. A lot of care was taken to ensure that Deputy Governors are men and women who had sufficient experience, knowledge of their States, integrity and probity to shoulder the many heavy responsibilities which the office of the Deputy Governor will henceforth entail.

The appointment of Deputy Governors at this stage of the Transition to Civil Rule Programme is itself a significant indication of the maturing of the Programme. Mr. President and Commander-in-Chief of the Armed Forces had recently reiterated that the choice of a gradual disengagement, coupled with a systematic introduction of the democratic principles was deliberate. It was informed by the cumulative lessons of the experiences of past administrations, as well as a studied and realistic attitude which is founded on the belief that democratic principles and practices are learnt in an atmosphere that sets out deliberately to teach them. The distinction between one administration and another entails more than the movement of some persons out of offices and the occupation of same by a different set of persons. To do justice to our fatherland, to history and posterity, we must ensure that we leave behind more than we meet in the economy and politics of our nation. Our administration must be a level higher than others before it in our march towards a stable polity, a sound economy and a democratic nation.

The introduction of civilian Deputy Governors into the administration of States and the appointment of a civilian Vice-President and the devolution of some very heavy responsibilities to them is therefore a clear testimony to the full commitment to give practical support to these sentiments.

Distinguished ladies and gentlemen, I will have an occasion to address the people of this great state later. For now, I will ask you to support the mandate of this administration which will be shared by the new Deputy Governor, I have no doubt in my mind that we will work in harmony in the interest of this State. The next year should be both challenging and interesting, and I will count on the goodwill and co-operation of all citizens. I pray to God to grant us peace and abundance.

Thank you, and good morning.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE
COL. ABUBAKAR T. AYUBA TO THE PEOPLE OF KADUNA
STATE ON FRIDAY, 7TH OF SEPTEMBER, 1990**

Fellow Citizens of Kaduna State,

I have decided to address you at the earliest convenient time in order to brief you on the mandate and seek your support and goodwill which I consider absolutely indispensable for the success of my stewardship of this great State. Since my arrival, I have received briefings from the former Military Governor, Col. Abdullahi Sarki Mukhtar and from some key Government officials and I am satisfied that with your support and co-operation the Deputy Governor and myself will be able to give you the quality of leadership which you deserve.

The nation is now fully aware of the recent administrative changes and innovations introduced to give substance to the firm commitment to the gradual disengagement of the military from the political affairs of our nation by the year 1992. The next one year therefore will see both the intensification of efforts to address specific anomalies in our economic system, and also a conscious, ordered and gradual decentralization and democratization of decision-making processes and organs through demilitarization. In December this year, we shall hold elections into offices of the Local Government Councils on a fully open democratic basis. With democratically-elected Local Government Councils, civilian Deputy-Governors and a civilian Vice-President the return to full civilian administration would have received an even firmer foundation. This arrangement has been carefully thought-out to avoid intra or inter-governmental frictions and indeed to enhance the process of learning of democratic principles and processes through practice.

Without doubt therefore we have embarked on a very critical stage in the transition programme which, to succeed, requires restraint, faith and an active spirit of give-and-take. For us in Kaduna State, there is an even heavier demand to be exemplary, given the critical role we play as the nation's reference-point.

For myself, I will approach this assignment with the full sense of responsibility which it requires, with an open mind, and a willingness to accommodate varying views. Government is no more and no less an instrument for mobilising and allocating resources to those who need them, and my approach will be to identify those areas, sectors, projects or programmes that constitute the immediate and acute need of our citizens, and devote resources and attention to them. In doing this, I shall endeavour to improve our capacity to raise more revenue internally, so that we reduce our crippling dependence on allocations from outside sources.

But no matter how willing the Deputy Governor and myself are to serve this State, our success will be immeasurably enhanced to the extent that we are supported by all citizens of goodwill. I want to use this opportunity therefore to appeal for your open and wholehearted support. We intend to run an open government that will both listen and respond to constructive criticism and suggestions. A state like Kaduna cannot be successfully governed unless this approach is enshrined in all organs of decision-making. It is also my belief that there is no citizen so great or small that cannot make a positive contribution to the successful governance of his state or nation. Traditional rulers, religious

leaders, students and the academic community, the media, labour unions, trade organization and market women all form parts of the blocks that hold our community together, and the whole is impaired to the extent that any part is impaired.

Fellow Citizens, I consider my posting a great privilege, and it is my ardent hope that you will give me the opportunity to serve you to the limits of my strength and ability. I pray that God will give us peace and abundance.

Thank you, and good evening.



**ADDRESS BY THE MILITARY GOVERNOR, COL ABUBAKAR
T. AYUBA AT THE OPENING CEREMONY OF THE NATIONAL
TRAINING AND DEVELOPMENT CONFERENCE AT DURBAR
HOTEL, KADUNA ON 18TH SEPTEMBER, 1990**

I want to welcome you to Kaduna State, and to commend your decision to hold this year's Conference in our city of Kaduna. I hope you will find time to go round and appreciate the wide variety of institutions and organization that are relevant to your Institutes Objectives.

This forum is most appropriate for raising certain fundamental issues related to the process of the improvement of our human resources. It is an established fact that of all the factors of production available to mankind, the quality of human labour stands out in its unique capacity never to lose its value. In moments of economic affluence or austerity, human labour provides that link that sustains our economy, which builds and encourages growth.

But human labour also needs to be improved to ensure that it stays on top with other critical qualitative changes in the political economy. Again, here the capacity to adapt to change, which is another important characteristic of human labour, stands out. Our skills and talents, are perfectly tailored towards change and adaptation. To fail to recognize this is to waste immense capacities that, at little cost, can radically improve the economic well-being of the society.

One hears constantly these days of economic difficulties which, though a reality, are nonetheless perfectly capable of being mitigated through a positive approach, both at the individual and at the national level. This positive approach involves first a recognition of the innate capacity for change; two the flexible nature of human skills and activities, and three , the massive capacities, as yet unexplored, that can provide productive alternatives to any one economic activity. Economic difficulties or misfortune therefore are integral parts of society's cumulative circle — and the individual or society that overcomes them is one that constantly takes stock of the totality of resources at its disposals, and makes appropriate change where necessary.

The last two years have witnessed many deep-rooted changes in the lives of many people, and in the economy in general. One of these has been our increasing and welcome tendency to adapt to improve and to explore hitherto neglected sectors. Many productive individuals who as a result of the economic difficulties have lost their sources of income, have found others, some of them more rewarding, by adapting or re-training themselves. Organizations and institutions have found out that constant training of their human resources is the only way of keeping with the pace of changes. Indeed, without constant training of the human resource, there is the real danger that an organization soon loses its relevance.

Your Institute therefore has many critical roles to play in our endeavour to chart a new-course for the nation's economy. I have noted that in your one year of existence you have already made your mark, and I urge you not to relax in your efforts. I wish you very productive deliberations. Thank you, and good morning.

**REMARKS OF THE MILITARY GOVERNOR OF KADUNA STATE
COL A.T. AYUBA IN COUNCIL TO BID FAREWELL TO THE
MEMBERS FROM THE ARMED FORCES SERVING AS EX-OFFICIO
MEMBERS OF THE KADUNA STATE EXECUTIVE COUNCIL, AT
COUNCIL CHAMBER, GOVERNMENT HOUSE, KADUNA ON WEDNESDAY
19TH SEPTEMBER, 1990**

This session of the Kaduna State Executive Council has been convened specifically to bid farewell to the two members from the Armed Forces serving as Ex-Officio members of the Council. As we are all aware, Mr. President and Commander-in-Chief of the Armed Forces had announced to the nation recently, the decision of the Armed Forces Ruling Council to call back all personnel of the Armed Forces serving in any capacity other than routine military functions. By this directive, except for Mr. President, the Minister of Defence, the Members of Armed Forces Ruling Council and Military Governors, all public offices at all levels are to be manned by civilians. Significantly, a civilian Vice-President and civilian Deputy Governors were recently appointed.

These far-reaching changes have been implemented with the specific intention of de-militarising the nation's administrative machinery, and simultaneously the implementation of the maturing sections of the Constitution in accordance with the Transition to Civil Rule Programme. With the forthcoming popular elections into Local Government Councils, we shall have, God willing, by the end of this year, all the requirements in place for a most orderly, phased and effective transition to a democratically-elected administration by the year 1992.

This occasion is therefore both symbolically and substantively significant. It is symbolic of the firm commitment of this administration to remain faithful to its undertaking in relation to its handing-over programme. It is also substantively important in the sense that it will remove both the presence and the impact of non-civilian members in decision-making organs. A Programme that is inherently designed to gradually unfold into various stages of democratization cannot but also gradually encourage trust in non-military decision-making organs.

I want to use this opportunity therefore to thank these two out-going members for their contributions to the State Executive Council. Although they were members of this Council by virtue of their routine posting, I have been informed that they had discharged their responsibilities diligently. On behalf of the Government and people of Kaduna State, I extend to you our profound appreciation, and hope that we shall continue to benefit from your wise counsel where we meet in other fora.

Thank you, good luck and good morning.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE
COL A.T. AYUBA TO CHAIRMEN OF LOCAL GOVERNMENT
CARETAKER COMMITTEES IN KADUNA STATE AT COUNCIL
CHAMBER, GOVERNMENT HOUSE, KADUNA ON THURSDAY,
20TH SEPTEMBER, 1990**

Deputy Governor;

Chairmen of Local Governments;

Secretary to the Military Government.

I have directed for this audience with you to be arranged to enable me brief you on my impending visit to some selected projects and programmes in the Local Governments, and some salient issues related to State/Local Government relationship.

Since my arrival, I have been involved in very extensive and intensive consultations and briefings from Ministries, Departments and Parastatals. My visit to Local Governments to inspect some projects therefore is the final lap in my familiarization exercise of the State and it will allow me the opportunity to assess on the ground the best modalities of putting policies and projects together. Since we are in the last stages of the Transition to Civil Rule Programme, our aim is to consolidate and extend the achievements of the present administration, such that by the time we would have disengaged completely, we will be proud of the legacy we would have left behind.

Let me assure you first of all that I am a firm believer in the devolution and decentralization of power and decision-making. To this extent therefore we shall not only completely uphold the principles and policies aimed at consolidating Local Governments as effective Third-Tiers of Government, but we shall encourage an open exchange of ideas between our Governments so that we can advise each other on ways and means of avoiding stepping on each other's toes. I have already been briefed on the many areas in which State and Local Governments share responsibility, and in my view, without encroaching on each others constitutionally-allocated responsibility, there are quite a number of areas in which we can improve on co-operation.

Soon I shall announce to the State our strategy, both in the very short and longer term, on tackling some rather acute problems we have identified, but for now, I would like to observe one or two areas that involve you as Local Governments. While receiving briefings from some Ministries, I observed that many of them are over-burdened with projects and programmes that ought to be substantially shared with you, or in which they really ought not to be involved at all. Those that come to mind readily, include State Government involvement in community-based projects, village re-grouping projects, the development of sports at the grassroots etc. I have directed that those Ministries which have some of these projects and programmes should re-examine them critically, and involve you in discussions on modalities of shedding them off.

I have also received complaints that Local Governments are reluctant to keep up-to-date in their contributions to the Primary Schools Fund, and this is adversely affecting the functioning of the Primary Schools Management Board, especially since, as you are all aware, the Federal Government's

contribution is contingent upon the payment of the share of State and Local Government. It will be redundant here to re-state the critical importance of primary education, and I will limit myself at this stage direct you to meet your obligations by prompt payment of your contributions as they mature.

Three months from now, you will relinquish responsibility for the administration of Local Governments to democratically-elected persons. This is a very critical period in which the public will expect prudence and accountability in the use of public funds. You must therefore remain sensitive to public opinion, and use public funds only in the most judicious manner that will leave a lasting impression. As State Government functionaries, you should remember that you will return here, and be held accountable for your stewardship.

Finally, I should explain that my tour will be confined to selected projects. A list of such projects is being compiled, and priority in the process is being given to those that have or will have the widest impact on the greatest number of people. At the end of this tour, we shall map-out what we consider the best means of matching public interest and resources together. As you depart to your respective stations, I wish you the very best.

Thank you, and good morning.



**ADDRESS OF THE MILITARY GOVERNOR COL. ABUBAKAR T. AYUBA TO THE
ELECTED OFFICIALS OF THE N.R.C. AND S.D.P AT COUNCIL CHAMBER,
GOVERNMENT HOUSE, KADUNA ON THURSDAY, 20TH SEPTEMBER, 1990.**

Deputy Governor;

Chairmen of the 2 parties;

Secretaries of the 2 parties;

Secretary to the Military Government.

I welcome you, and thank you for honouring our invitation to this brief meeting. I have sought for this audience at this early stage in order to emphasise our commitment in fostering a very healthy relationship between you as leaders of political parties and the state administration. It is also my hope that we shall put across to you our desires and expectations as we enter the stage of active and open Political Competition. I hope that this will be an opportunity for you to brief us on your own achievements, expectations and constraints.

Your presence here is, therefore a testimony to the extent to which we have successfully implemented the various stages of the Transition to Civil Rule Programme. The successful conduct of elections into offices of the two political parties at all levels from ward to the national level have shown that the expectations of the present administration have been adequately matched by the high sense of maturity, responsibility and restraint of the political class. Close observers of the political history of this nation will also know that the keen and unique competition in accordance with the new rules cannot be solely credited to the competition being organized under the watchful eye of the military administration. Credit must also go to the high degree of political enlightenment which has been shown at all levels by those who sought elective party office, and by those who supported them.

We have therefore, more than sufficient reason to look to the future with optimism, on the basis of our experience in the last two years. This does not imply, however, that we have succeeded in putting in place all the requirements for a successful completion of the last stages of the Transition Programme, because each stage presents its own sets of problems. The stage of open and competitive campaigning will bring into full play the creative energies, and excitement in the competition to establish party superiority. The danger points to watch for here are the excesses in utterances and actions. Government has no intention of restricting the freedom of these parties, but will insist that the rules, as they relate to the need to maintain law and order are strictly adhered to. Law enforcement agents on the other hand are being briefed to exercise great restraint, to enforce the rules fairly and openly, and to appreciate the climate of the new dispensation.

The National Electoral Commission is totally committed to ensuring the success of the forthcoming elections into the Local Government Councils. I was recently briefed by the Resident Electoral Commissioner, and I am impressed by the commitment of the NEC to achieve its objectives. Needless to say, this Government will extend to it every possible support. The forthcoming elections into Local Government Councils, no doubt, will be contested very keenly by both parties since they may be one of the most effective yardsticks for measuring the popularity of your respective parties.

I urge you at this stage to conduct yourselves in a mature and responsible manner, and ensure that our people at the grassroots achieve a solid foundation in their governance by supporting the best candidates from the point of view of the interest of the public.

Beyond the December elections, we shall have democratically elected Local Government Councils, and would thus have the first practical manifestation of the principles of the gradual unfolding of the Transition Programme towards full democratization. This will not be the first time that democratically-elected Local Government Councils have existed under the present administration. You may recall that between December 1987 and July 1989 democratically-elected Local Government Councils had existed, the only difference being that the elected officials did not contest on political party platforms. I am confident therefore that we will have a smooth relationship with the democratically-elected Councils. By extension, I am also confident that democratically-elected State Governors, Deputy Governors and the Legislature will function, as from the last quarter of next year, without much friction with the centre. My confidence is founded as much on my faith in the present administration's commitment to allow the gradual development of democratic principles and practices, as well as the mature and responsible attitude of the members of the political class.

I have been informed that you have been experiencing some financial difficulties and had sought for assistance of the State Government. However, in view of the pending release of some funds to you by the Federal Government, I shall assume that this will not continue to be a problem. I am therefore willing to discuss any other problems you may have, but I would advise that you keep in mind our very lean finances as well as the need for you to be seen to be independent of Government. You may be aware that the State Government is looking into the possibility of providing water, electricity and access roads to the political party offices. Initial costing is very high; nonetheless we shall endeavour to do the best our resources allow. Let me however use this opportunity to appeal to you to take a more active interest in safeguarding those offices built at great public expense from vandalization, petty-thefts and other abuses.

I shall of course listen to you very attentively now that we are meeting for the first time, but I will ask you to extend to your members the goodwill of this Government and our commitment to maintain an open-door policy. The composition of the Government of Kaduna State, as you can very well see, is already a reflection of the advanced stages of the Transition Programme. So we are truly on our way as far as we are concerned, and we shall remain permanently conscious that among the most important of our mandates is the successful execution of the last stages of the Transition Programme. I urge you to join us in this important commitment so that Kaduna State will have a successful and friction-free transition to full democracy. As you depart to your respective stations, I wish you the very best.

Thank you, and good morning.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE COL. A.T. AYUBA
TO THE KADUNA STATE COUNCIL OF CHIEFS AT COUNCIL CHAMBER, GOV-
ERNMENT HOUSE KADUNA, THURSDAY, 20TH SEPTEMBER, 1990.**

*Deputy Governor,
Chairman, Council of Chiefs;
Emirs and Chiefs,
S.M.G.*

I have asked for this audience in order to acquaint you with some of our intentions and plans for the State in the near future, which have been, to a very large extent, the product of very extensive and intensive consultations with, and briefings from Ministries, Departments and Parastatals, and to once again seek for your assurances of support.

Since my arrival, I have been involved almost entirely in being briefed on the various activities, achievements and constraints of the various organs of the Government of Kaduna State. These briefings have taken cognisance of some of our philosophical approaches to the appropriate matching of public interest with public funds available, as well as the identification of areas of acute needs. Given the fact that we are in the last stages of the Transition to Civil Rule Programme, it is our intention to put in place projects, programmes and services that will stand as visible evidence of our administration's commitment to the public interest.

Although the members of the State Executive Council and myself will brief the State very soon on the measures we have adopted to mobilize resources and embark, in some cases, on structural and administrative re-organizations, it is not out of place to acquaint you with the philosophical foundations of our decisions. In the first place, it is our firm belief that public funds must be used pre-eminently in the interest of the public, and in this case, it is assumed that the basic needs of the majority is to be our reference point. Often the satisfaction of these basic needs does not require any huge outlay of funds, although of course in some cases this cannot be avoided. It is our intention therefore to focus our attention on plugging obvious loopholes in our developmental strategies, addressing sectors and areas that have suffered neglect but still retain their capacities to be regenerated and thus widen the scope for the development of a self-reliant economy. It is an unfortunate element in our contemporary developmental thought that we think our problems cannot be solved without expenditure in the regions of millions of Naira, all of which are to be provided by Government. Community development effort, that vital element in our historical development, has now virtually all but disappeared, and this is most unfortunate. We intend to involve the Communities who will benefit both from their participation in developing projects and programmes, and from the latter themselves.

Beginning next week, God willing, I shall embark on a tour of Local Governments in the State. This tour will take the form of project inspection and appraisal, and will give me an opportunity to assess the extent to which we should commit resources to what projects. As I may not have the opportunity to meet all traditional rulers, I had hoped that this will be an opportunity to inform you therefore of our intention, so that you in turn can inform your subjects. Once again, let me thank you for your support so far, and assure you that with your continued cooperation, and prayers, we will, in the next one year, leave behind a legacy that will be of benefit to the people of Kaduna State. As you depart for your domains, I wish you Allah's guidance and a very safe journey.

Thank you, may God bless our country with peace and abundance. Amin.

**SPEECH BY THE MILITARY GOVERNOR OF KADUNA STATE COL. A.T. AYUBA
AT THE OFFICIAL RECEIVING CEREMONY OF A CONSIGNMENT OF VEHICLES
AND EQUIPMENT DONATED TO THE STATE BY THE UNICEF FOR THE EPI/PHC
PROGRAMME ON 24TH SEPTEMBER, 1990 AT LUGARD HALL, KADUNA**

*Deputy Governor,
Members of the State Executive Council,
The UNICEF Zonal Programme Officer,
My Lords, Temporal and Spiritual, Directors-General,
Heads of Parastatals, Kaduna State,
The Chairperson, Representing the NGO's,
Gentlemen of the Press,
Distinguish Ladies and Gentlemen,*

It is my great pleasure to be with you this morning to formally receive one of the numerous batches of vehicles and other equipment donated to the State by the UNICEF.

Indeed UNICEF is not a strange name to us Nigerians. As one of the United Nations organs, mainly concerned with the development and education of children, the Organisation has been rendering its services to this country for quite a long time. In recent times, UNICEF has placed greater emphasis on assisting particularly developing nations in the Universal Child Immunization (UCI) and Expanded Immunization Programme (EPI). The essence of UCI/EPI Programmes is to prevent general populace, particularly children and mothers, from the attack of killer diseases such as tuberculosis, whooping cough, tetanus, measles, yellow fever, cerebro-spinal meningitis, diarrhoea among others. It is in recognition of the need to prevent (as better and easier than to cure) that the Organisation is focusing its attention on these programmes towards the attainment of global ambition of health for all by the year 2,000.

UNICEF, I understand has chosen eight states in Nigeria where their services and assistance would be concentrated. I am delighted to note that Kaduna State is among those eight states. It is also noted that UNICEF has been contributing and supplementing State Government efforts in sustaining health care delivery in general during the last five years. I have been given the statistics of what has been received from UNICEF for this year alone so far as follows:-

9 Motor Vehicles (Toyota Make)
12 Motorcycles
22 Deep Freezers and Refrigerators
220 Vaccine Carriers
49 Cold Boxes
6 Electric Generators
189 Bicycles, and
Several hundred of thousands doses of assorted vaccines.

Kaduna State is most grateful and would remain to be so to UNICEF for this gesture and pray for

its continuity. I must at this juncture call on other International bodies and Non-Governmental Organisations to emulate UNICEF and render assistance to our health sector whose condition is deplorable.

I should also seize this opportunity to warn the Local Governments who are beneficiaries of these donated items to ensure that the implements (particularly the vehicles) are used judiciously for the purpose they are meant to serve. Government would not hesitate to withdraw implements being misused from any Local Government found wanting.

Ladies and Gentlemen, perhaps it is pertinent to remind you and the entire people of this state that Governemnt is committed towards achieving the 80% UCI coverage target for the year 1990. Figures, from the previous Immunization Days held are not encouraging. It is in the light of this situation therefore, that I directed the Ministry of Health to embark on three more phases of special immunization campaigns. These should come up in the months of October, November and December 1990. These special campaigns should be conducted in all the 13 Local Governments in the State.

For the success of the forthcoming special immunization campaigns the Local Government Care-taker Committee Chairmen must ensure giving adequate publicity to enlighten and mobilize the populace. similarly, I would like to call on traditional and religious leaders in the State to compliment government's official efforts in educating and mobilizing the people for the overall success of the campaign.

In conclusion, I would like to once again thank and express my gratitude to the UNICEF through their Zonal Programme Officer in Kaduna State for all the assistance they have been rendering to the State.

Ladies and gentlemen it is my honour and pleasure to formally receive this batch of vehicles and other implements donated by the UNICEF.

Thank you.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE COLONEL
ABUBAKAR T. AYUBA TO THE JOINT MEETING OF THE STATE COUNCIL OF
CHIEFS AND CHAIRMEN OF LOCAL GOVERNMENT CARETAKER COMMIT-
TEES HELD TO DISCUSS PROPOSAL FOR THE CREATION OF ADDITIONAL
DISTRICTS IN KADUNA STATE AT COUNCIL CHAMBER, GOVERNMENT HOUSE,
KADUNA ON TUESDAY, 9TH OCTOBER, 1990**

The Deputy Governor of Kaduna State;

Your Royal Highness, the Emir of Zazzau;

Members of the State Council of Chiefs;

Members of the State Executive Council;

Chairmen, Care-take Committees of Local Governments

This meeting has been summoned to discuss proposals for the creation of additional Districts in parts of Kaduna State. As you are all aware, this exercise has been in the pipeline for quite some time now. It has taken this long to table these proposals before you because of the long and exhaustive consultation which were necessary for its success, as well as the need to consider such consultation against many variables that are of significance to all parties concerned. In actual fact, you are well aware of the fact that this meeting would have been held with my predecessor on the very day that he was summoned to Lagos and informed of his re-deployment.

Since my assumption of office as the Military Governor of this state, I have been made acutely aware of the fact that the conclusion of this exercise is an issue of intense public interest, and it is necessary therefore to conclude it with minimum delay. I have been sufficiently briefed on the history of the exercise, and its short- and long-term implications. I have specifically demanded to be informed if the views and opinions of the Council of Chiefs and Chairmen of Caretaker Committees as well as all interested bodies and persons have been taken into consideration, and I have been assured that these opinions have been given great weight.

Nonetheless, I feel that you should be given the opportunity once again to critically look at what is being proposed, so that your valued opinions and views will once again provide additional input, so that whatever is proposed will not only be a reflection of your wishes, but will also enjoy your support. I intend to table these proposals, including your suggestions and observations to the State Executive Council for deliberation and approval.

I have decided to conclude this exercise through the widest consultation because I am well aware of the sensitivity and public interest around it. While we shall of course listen to your views on our proposals with open minds, I will in turn request you to keep certain facts in mind:

1. These proposals are the product of very exhaustive consultations and informed scrutiny. They are based on a large number of factors, but most importantly, they reflect your opinions fundamentally. I will urge of you therefore to appreciate the complexities which informed these proposals, and advise us on details as much as possible. While you have a priority regard in the success of this exercise, I would like to remember that the State government is also pre-eminently interested in ensuring

fairness, justice and the maintenance of stability. Our hopes are that even where we do not get all we need, we would have had enough to make us feel that justice has been done to our cases.

2. The exercise of creating additional Districts involves financial, political, cultural and historical considerations. It cannot be isolated from our historical and contemporary situation and cannot therefore be treated on its own. I would like you therefore to keep in mind the overall interest of the State, the Local Governments, the Emirate and Council Chiefdoms and the existing administrative structures as well.

3. Where there are obvious modifications to your own proposals, they have been made on sound judgement. They do not reflect a negation of your wisdom, but reflect additional inputs by the State Government.

4. When Council approves the recommendations, I will expect you to use your good offices to appeal to your people to accept them in good faith. We on our part will rely on the fact that these proposals largely emanated from you, and as fathers, we have no doubt that you will advise on only what is the best for them.

5. There are other sensitive areas related to this issue such as the selection of the District Headquarter over which your opinions will be important. In advising on this issue, I suggest you keep in mind the historical and contemporary issues of the new Districts to be created, the financial outlays which will touch on accessibility, existence of basic infrastructure and services etc.

6. Finally, another very sensitive issue will be the selection of the District Head. While the State Government will abide by existing regulations regarding appointments, I should point out that it also has a legitimate interest that those appointed will be of such calibre and acceptability that both the new Districts and District Heads will settle down with the least friction before December, 1990.

I shall therefore place these proposals formally before you for your esteemed advise. I assure you that we shall listen to you very attentively, and request you to weigh our own views with the weight they deserve. I pray to god for the success of this meeting.

Thank you.

**ADDRESS BY THE PRESIDENT, COMMANDER-IN-CHIEF OF THE ARMED
FORCES, GENERAL IBRAHIM BADAMASI BABANGIDA, CFR, fss, mni, TO THE
18TH BATCH OF THE NATIONAL YOUTH SERVICE CORPS MEMBERS AT THEIR
SWEARING-IN CEREMONY, ON TUESDAY, 9TH OCTOBER, 1990.**

Fellow Patriots,

1. Today marks your formal enlistment in the National Youth Service Corps (NYSC) and will go down as the commencement of a life-long commitment to the service of our fatherland.
2. It also marks the formal opening of your four-week orientation and induction course which represents the initial attempt to prepare you physically and mentally for the purpose of achieving the objectives of this scheme. Your participation in this noble scheme is commendable. I extend to you my congratulations and that of the entire nation on your success in your examinations.
3. As evidenced by the series of activities under the transition to civil rule programme of this administration, you have enrolled in the scheme at a critical point in our national history. At a time like this, there is a dire need to harness the collective wisdom, energies, initiatives, talent and skills of everyone, including the youth, for national development and progress. This is necessary if we must move our nation nearer to its set goals of self-reliance, rapid economic growth and national greatness.
4. Our post-independence policies in the last three decades have been marked by an undaunted quest for unity, for a strong and buoyant economy, and for an enduring political system.
5. As you may have learnt, certain events which occurred in the middle and late sixties had threatened the unity and survival of our country as a political entity. It was the need to restore the basis for co-existence and provide a lasting basis for national unity that led to the establishment of the NYSC Scheme in 1973.
6. With the benefit of empirical findings, it bears repeating that our post civil war reconstruction and reconciliation efforts and achievements, both in the political and economic spheres, gained tremendously from the role played by members of the National Youth Service Corps. In education, health, business, construction and other major areas of the national economy, the scheme has played a major role in accelerating the pace of national development. As the economy attracted policy focus in the period between the late 70's and 80's the NYSC also responded positively to the emerging challenges of an economy in a state of trauma, not only by placing skills and expertise of corps members at the disposal of the nation during the service year, but also by acting as a symbol of national unity and cohesiveness to tackle the problem of economic survival.
7. In the past two decades, the scheme has succeeded in inculcating in our youths, self-discipline, patriotism, love and brotherhood, to the extent that it has vindicated the wisdom of its establishment. Consequently, when the urgent need to rebuild the economy arose, the youths were not left out in the rescue agenda to revive our economy. We have, since 1985, mapped out different areas in which members of the National Youth Service Corps can make significant contributions in aiding national development. Youth predecessors have made their impact felt in many Government programmes, including:

- Rural Development;
- Social Mobilization;
- Road Safety;
- Better Life for Rural Dwellers;
- Activities of the National Population Commission; and
- The National Electoral Commission.

Your active involvement in these programmes will not only facilitate your interaction with your host communities, but also contribute significantly towards improving the lot of our rural dwellers.

8. Despite the numerous contributions of corps members over the years, I believe that greater challenges are underway in the 1990s. One of such challenges will be youth unemployment which, as you all know, has been receiving remarkable attention from the Federal Government in the past five years. This is why Government has agreed that the Entrepreneurial Development Programme (EDP) which was introduced into your orientation course should continue this year. Since the introduction of that programme in 1987, I am happy to note that it has achieved enormous success, judging by the number of ex-corps members who have opted to start businesses of their own after their service year. Teething problems notwithstanding, I commend this course as it is intended to equip you with the skills, training and experience required for self-employment. On its part, Government will continue to support the National Directorate of Employment (NDE) to enable it respond decisively to the growing needs of our youths, especially in areas of self-employment. I am convinced that the successes so far attained in this and other economic programmes will ultimately vindicate the present administration on the relevance of the Structural Adjustment Programme in our efforts to achieve economic viability, self-reliance and political stability.

9. On the whole, the achievements recorded within the sphere of socio-political and economic development testify to the positive use of the vision and energies of our youths. You are, therefore, called upon to subscribe to the development of a culture of tolerance, trust, confidence and selfless service which are antidotes to all divisive tendencies of national dimension.

10. At this juncture, I advise you to examine closely the objectives of your orientation and induction course. They seek to broaden your knowledge of the NYSC scheme and to acquaint you with the political, cultural and social settings of your environment. The objectives also seek to prepare you for specific roles in the scheme and to equip you with leadership skills for the challenges of the National service and post-service year engagements. Implicit in these objectives are values which make possible new vistas that will prepare you to take up higher responsibilities in our national development efforts.

11. Viewed from this perspective, it devolves on you to begin your service year with a commitment to avail yourselves of the exposure offered by the orientation and induction course. By so doing, you would have equipped yourselves for a meaningful role in your respective host communities.

12. I therefore urge all of you to come up, at the end of your orientation, with fresh ideas and initiatives which are designed to make your role in the scheme more relevant to the nation. I also charge you to commence the service year with a higher sense of commitment by your collective pledge of allegiance to the realities of our nationhood.

13. I wish you a fruitful service year.

14. Long live the Federal Republic of Nigeria.

15. God bless you all.

**SPEECH BY HIS EXCELLENCY THE MILITARY GOVERNOR OF
KADUNA STATE COLONEL ABUBAKAR T. AYUBA AT THE
LAUNCHING OF THE FIRST PHASE OF THE SPECIAL STATE
IMMUNIZATION DAYS (S.I.D.) CAMPAIGNS AT KALLAH
VILLAGE IN CHIKUN LOCAL GOVERNMENT ON MONDAY 15TH
OCTOBER, 1990**

*The UNICEF Country Representative in Nigeria;
Members of the Kaduna State Executive Council;
The Chairperson of the Chikun Local Government
Caretaker Committee;
Distinguished Ladies and Gentlemen.*

I am indeed highly delighted to have the opportunity to be with you this morning for the launching of the first phase of the special three phases for the State Immunization Days (S.I.D.) which will commence tomorrow and last for a week.

Many of you here will most certainly recall that similar campaign was launched by my predecessor in the early part of this year. Re-launching of the campaign today became necessary in view of the unsatisfactory performance recorded during the previous exercises. As at the end of September, this year the State was only able to cover approximately 50% as against the targetted coverage of 60% I understand. Kaduna State is determined to attain at least 80% coverage before the end of the year. It is in this light therefore that the State Government not only arranged for another fresh set of campaign but also extended the period of the exercise to last a whole week instead of the usual three days earmarked in each phase.

Distinguished Ladies and Gentlemen the task ahead of us towards attaining the ambition of health-for-all by the year 2,000 is enormous. It is imperative that we emphasize preventive measures in order to establish a healthy base. We must put all hands on deck, spare no effort and leave no stone unturned to work together towards complete eradication of the killer diseases such as tuberculosis, whooping cough, diphtheria, tetanus, measles, yellow fever, meningitis, cholera etc. This is what the S.I.D. is all about.

While government will continue to regard health as its priority area, it must however be appreciated that government alone cannot shoulder the responsibility of ensuring a healthy society. Each and everyone of us — the individuals, associations, firms, traditional and religious institutions all have a vital role to play and contribution to make. I must therefore seize the opportunity to make a general call on the need to address ourselves to knowing our respective roles and play them effectively.

At this juncture, I would like to reiterate on my earlier call to all traditional and religious leaders to embark on enlightenment and mobilization programmes to address their subjects on the importance and need of having our children, pregnant women and the general public immunized.

The Local Governments must co-operate with the Ministry and the S.I.D. Committee and support the programme fully with the aim of getting over all effective result.

I would like to commend the State Ministry of Health, the Local Governments, the State S.I.D. Committee and particularly the UNICEF for all their efforts and contributions in the conduct of the previous campaigns and for arranging this current one. I must in appreciation, acknowledge the presence of the UNICEF Country Representative in Nigeria, Mr. R.R.N. Tuluhungwa here who came all the way from Lagos to witness the launching and assess our progress. I most sincerely thank the UNICEF for their magnanimous support without which it would be doubtful if we would have reached the stage we are today.

Finally distinguished Ladies and Gentlemen, it is my great pleasure to launch the first phase of the Special S.I.D. Campaign here at Kallah Village in Chikun Local Government.

Thank you and good morning.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE
COL ABUBAKAR TANKO AYUBA TO THE CITIZENS OF KADUNA
STATE OVER THE CREATION OF ADDITIONAL DISTRICTS,
GOVERNMENT HOUSE, KADUNA STATE, 18TH
OCTOBER, 1990**

Fellow Citizens of Kaduna State.

As some of you may be aware, on a number of occasions in the past, my predecessor in this office had announced that the Government of Kaduna State had set in motion a machinery to advise it on the desirability of creating additional administrative districts in the State in order to enhance lower-level administrative efficiency, and respond to some identified legitimate localised interests. The exercise had taken this long to conclude because of the need to ensure the most extensive consultations with traditional rulers, Chairmen of Local Government Caretaker Committees opinion, leaders, Associations and private individuals. The exercise is also a sensitive one, hence the need to ensure that all factors have been taken into consideration before a decision is arrived at.

Since I assumed office, I was made acutely aware of the intense public interest around this issue, and the need to expedite action to settle it once and for all. I therefore set into motion a machinery of intensive and extensive consultations with all relevant persons and bodies including the State Council of Chiefs, the Chairmen of Local Government Caretaker Committees, the State Executive Councils and other citizens with sufficient knowledge and goodwill towards the State. On the basis of all these consultations, we have decided to set up the necessary machinery to carve-out additional administrative districts out of the existing Districts in the State. Let me state once again that the objective is to devolve further down to the grassroots the administrative machinery that will ensure a more effective mobilization of our human and material resources. This exercise is without prejudice to the existing and legalised Local Government or Electoral Constituency boundaries and will not therefore alter any of the arrangements that have been made under the Transition to Civil Rule Programme.

The new Districts which are hereby created are as follows:—

1. From the present Zangon Kataf District, the new District of Zonkwa is to be created with Headquarters at Zonkwa.
2. From Chikun District, the new District of Gwagwada with Headquarters at Gwagwada.
3. From Kajuru District, Kufana District with Headquarters at Kufana.
4. From Kachia District, Bishini District with Headquarters at Bishini.
5. From Kagarko District, two new Districts are created. Jere District with Headquarters at Jere. The Katugal District with Headquarters at Katugal.
6. From Kuru District, a new Geshere District is created with Headquarters at Geshere.
7. From the present Igabi District, two new Districts are created. Rigachikun with Headquarters at Rigachikun. Rigasa with Headquarters at Rigasa.
8. From Giwa District, Fatika District is created with Headquarters at Fatika.
9. From Ikara District, Paki District is created with Headquarters at Paki.

10. From Kabau District, District of Anchau is created with Headquarters at Anchau.
11. From Makarfi District, Kudan District is created with Headquarters at Kudan.
12. From Soba District, Maigana District is created with Headquarters at Maigana.
13. From Zaria da Kewaye, Waje District is created with Headquarters at Tudun Wada.
14. On the advise of our respected traditional rulers in consultations with Chairmen of Local Government Caretaker Committees, we have decided to creat districts in Chiefdoms that hitherto did not have them.

Consequently, therefore, three Districts are hereby created in Birnin Gwari Chiefdom as follows:—

- (a) Birnin Gwari District with Headquarters at Birnin Gwari.
- (b) Kuyello District with Headquarters at Kuyello.
- (c) Randagi District with Headquarters at Randagi
15. In Jaba Chiefdom the following districts are created:
 - (a) Nok District with Headquarters at Sabon Gari Chori.
 - (b) Ankung District with Headquarters at Ankung.
 - (c) Kwoi District with Headquarters at Kwoi.
16. In Moroa Chiefdom, the following districts are created:
 - (a) Manchok District with Headquarters at Manchok.
 - (b) Zankan District with Headquarters at Zankan.
 - (c) Bondong District with Headquarters at Bondong.
17. In Kagoro Chiefdom, the following districts are created:
 - (a) Fadan Kagoro District with Headquarters at Fadan Kagoro.
 - (b) Kukum District with Headquarters at Kukum Gida.
 - (c) Kadarko District with Headquarters at Malagum I.
18. In Jema'a Emirate, two additional districts are created as follows:—
 - (a) Fadan Karshi District with Headquarters at Fadan Karshi.
 - (b) Unguwar Fari District with Headquarters at Unguwar Fari.

We have, in addition, set up two Committees with membership from the relevant bodies, one of which is to submit to Government comprehensive demarcation of the constituents and boundries of the new districts. The other is to advise government on the financial implications and obligations of the creation of additional districts. Let me use this opportunity to restate once again that this exercise has been motivated only by the desire to enhance lower-level administrative machinery. While it has taken note of local peculiarities and sensitivities, it had expressedly avoided becoming a vehicle for dividing our people solely along ethnic or religious lines. Different ethnic groups and religions have existed in peace and harmony for decades, or even centuries, and it is only fitting that we should continue to encourage this. This administration is committed to being just and fair to every citizen, and will remain committed to this for its life span.

Fellow citizens of Kaduna, State, I have informed you that this exercise has taken cognisance of all the major issues and opinions at stake. I urge you therefore to take these decisions in good faith, because they are neither intended to favour nor punish any group or people. Our intention is to ensure

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE
COL. ABUBAKAR TANKO AYUBA AT THE LAUNCHING OF 'NASIHA', FRIDAY,
19TH OCTOBER, 1990**

*Chairman Board of Directors, Alhaji Maitama Sule Dan Mazani Kano,
Major-General Shehu Musa Yar' Adua (Rtd),
Rep. of the Emir of Zaria,
The Publisher.*

Even though the invitation for me to come to this occasion was extended at a relatively short notice, I decided to accept it as a mark of solidarity with the Nigerian press and in recognition of the critical role the press plays in the process of nation building. As is common knowledge, the art of governance can only succeed if there is adequate interaction between public authorities and the people. For since governance entails satisfying societal wants and generally protecting the interest of the citizenry, it is imperative that an efficient line of communication is maintained between government and those under its authority.

Through such communications, government will be able to know what and what are worrying the people and the best way to set about ameliorating these constraints. In the same vein, through such efficient channels, government will be able to transmit appropriate messages to the populace such that the people can know and appreciate the limitations of government and where necessary, to scale down their expectation in the light of such limitations. Additionally, by knowing the genuine limitations of government the people will appreciate, the more, the need for self-help and will thus proceed to execute projects without waiting for official assistance.

In other words, the existence of proper, adequate and efficient system of communication does not only create greater understanding, respect and sympathy between the government and the governed, but it also serves as a basis for the generation of physical development through communal effort. Government of course has its own means of communicating with the people and we are constantly trying to improve them. But given the extensive nature of society's geographical spread, we fully appreciate the need for our efforts to be complemented.

You in the mass media, are the ones strategically placed to provide this complementaion. We expect that through your editorials, through the efforts of your extensive network of correspondents and through your letters columns, government will have the opportunity to know not only the conditions of the people, but also their frank and uncensored opinions.

Communication is of course best conducted through a medium that is fairly well understood by parties to the interaction. Because only a relatively very small number of our people speak English, which is the nation's official language, government is fully aware that in communicating with the wider Nigerian citizenry, the use of the vernacular common to the particular location, is bound to prove much more effective. It is for this reason that I warmly welcome this paper we are about to launch. *NASIHA* as its medium of expression is to be Hausa. As we all know, Hausa is not only commonly understood by the people of Kaduna State, but is indeed a language that is widely spoken

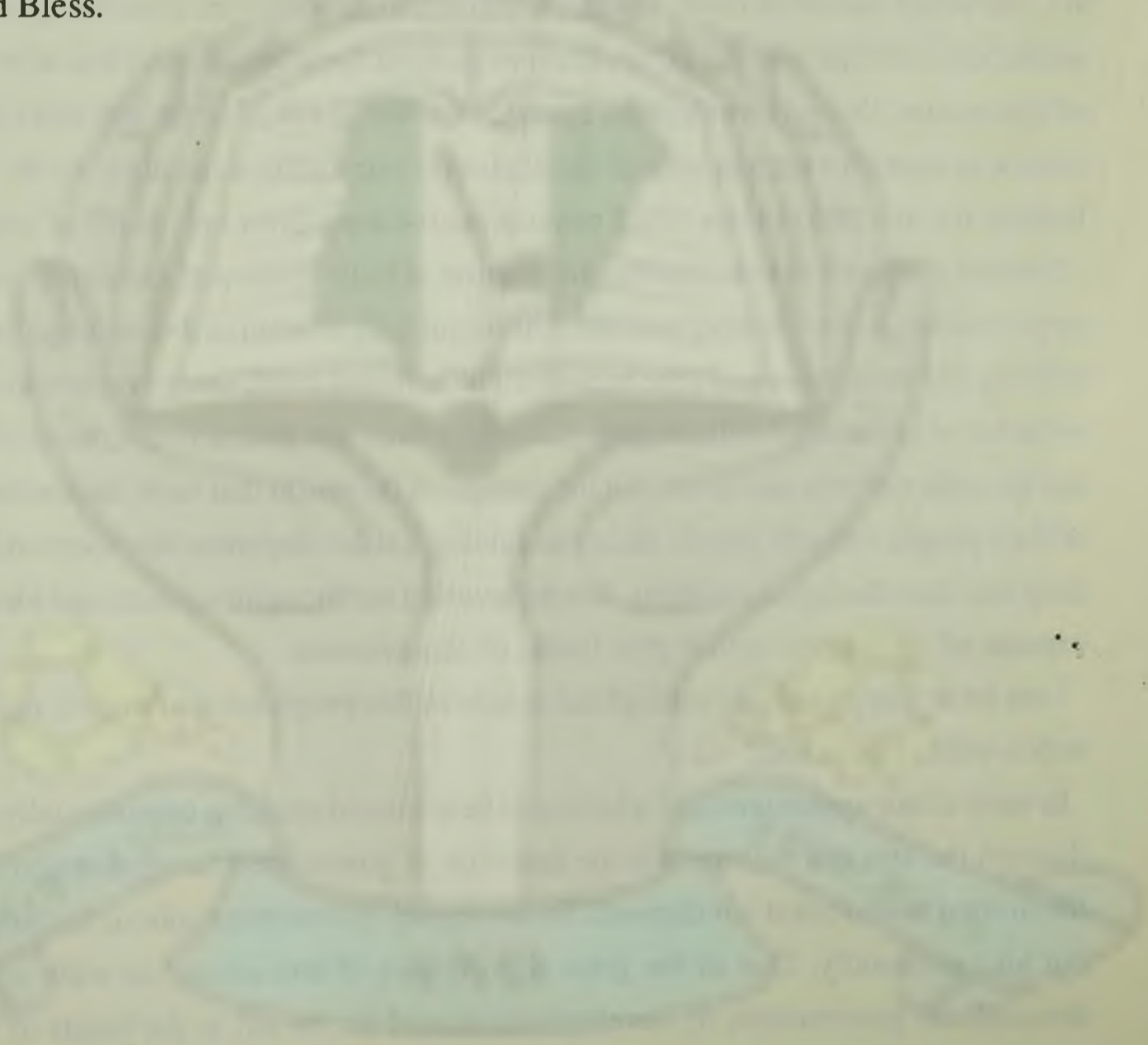
all over Nigeria and very much beyond. Because of this vernacular factor therefore, *NASIHA* can have a very profound and salutary impact on the life of our people.

However, I must warn that it is not just by the mere launching of *NASIHA* that this salutary impact will come about. Rather, a lot of deliberate, sustained and sincere effort has to be put in by the managers of this new effort for it to have the desired salutary effect. If the managers of this paper decide instead, to expend their energies on frivolities, on mischief-making and vendatta, then they should do well to realise that this new venture will be a wasted effort. It is not my view to see any undertaking in Kaduna State descending to such a disgraceful level. Rather my prayer, now and forever, is that all efforts whether government or private, in Kaduna State and indeed all over Nigeria, should meet with resounding success.

It is therefore up to the proprietors and managers of *NASIHA* to work hard, to demonstrate the requisite good will and objectivity to make it a showpiece in the realm of Nigerian journalism.

With these few remarks, it is my pleasure and privilege to launch the *NASIHA*.

Thank you and God Bless.



OPENING ADDRESS BY THE SPECIAL GUEST OF HONOUR, THE MILITARY GOVERNOR OF KADUNA STATE COL. ABUBAKAR T. AYUBA AT THE OPENING CEREMONY OF THE KADUNA STATE FESTIVAL OF ARTS AND CULTURE ON TUESDAY 30TH OCTOBER, 1990 AT THE MURTALA MOHAMMED SQUARE — KADUNA

It gives me utmost pleasure to have the honour and privilege to be present here today to perform the official opening of this festival. That we are all here is a manifestation of the great importance we attach to the arts and culture.

In the briefing I have received, I have been informed that a state festival of this scope was staged two years ago. It is the wish of this administration that this event should take place more regularly. This ardent wish is based on our perception of the arts and culture sector as a veritable vehicle which could be utilized to launch and maintain the society on the path of self-perpetuating development. It is our belief that at the utility stage, the value of arts and culture could be appreciated at three levels; social, commercial and the higher level of general development. As has been stated in several fora of this nature, this government accepts that the social value of the arts and culture includes among others, avenues for recreation and inculcation of our traditional values. At the commercial level, we believe the arts and culture could provide tourist attractions and forms of entertainment.

Similarly, it is our conviction that this sector, if fully developed, could provide ample employment opportunities to the citizenry at large. This is quite significant as the country is urgently seeking ways to diversify its economy. At the higher developmental level, this government accepts that whatever we achieve in material culture springs directly from our abstract culture which consists basically of our thought systems and ideas. All the nations of the world that have succeeded in improving the lot of their people through breath-taking technological development have been able to do so, by digging deep into their thoughts and ideas. We believe that our thoughts systems and ideas contain ingredients capable of landing us unto higher levels of achievement.

I am therefore particularly delighted to note in this programme of events, the inclusion of a lecture series with various foci.

In view of our appreciation of what could be achieved socially, commercially and developmentally through the arts and culture, it is the intention of government to support activities in this area with the limited resources at our disposal. In this regard, government solicits for support not only morally but also materially. Due to the great significance of this sector, its wide scope and other urgent demands on government, its development should not be left in the hands of government alone. It should be a collective responsibility if any meaningful progress is to be recorded in this direction. It is gratifying to note that in the briefing presented to me, a few individuals and organizations have identified themselves with the task of reviving, developing and promoting our arts and culture. At one time or the other, they have in their own various ways lent material support to programmes and projects relating to this sector. Government wishes to place on record its appreciation for these sacrifices. We hope we will continue to enjoy such co-operation as it is in keeping with the National Policy on Culture whereby funding of the sector is now to be at four levels, federal, state, local

government and individual/organizational levels. I therefore call on other individuals and organizations to emulate the foresight of those who are already contributing materially to the onerous task of promoting our rich cultural heritage.

Since my assumption of office here, two developments have been brought to my notice. The first is the adoption of a National Policy on Culture. The second is the launching of the World Decade for Cultural Development. The National Policy on Culture provides a general framework for the achievement of goals and objectives in this sector. However, a framework of this nature needs to be broken down into the specifics of ways and means. There is need therefore to expedite action in the production of the implementation guidelines. The World Decade for Cultural Development means more to those parts of the world which have been variously christened "developing", "underdeveloped" or "emergent". These are mostly the parts of the world whose cultures have been devastated by the negative historical developments of the Trans-Atlantic Slave Trade and Colonization. The decade should therefore be utilized to redress the damage done and affirm all that we have stood for from time immemorial. These two developments indeed constitute a significant watershed.

With these brief remarks, I have the honour and privilege to declare the Kaduna State Festival of Arts and Culture 1990 open and wish all the competitors the best of luck.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE
COL. ABUBAKAR TANKO AYUBA AT THE SWEARING-IN
CEREMONY OF NEWLY APPOINTED AND RE-APPOINTED
COMMISSIONERS INTO THE GOVERNMENT OF KADUNA STATE
AT LUGARD HALL, KADUNA ON FRIDAY, 2ND NOVEMBER '90**

The Swearing-in Ceremony we have just witnessed is a significant testimony to two cardinal principles of the present administration. The first is the principle which has remained explicit in all facets of the Transition to Civil Rule Programme, namely, the need to ensure that the machinery of governance increasingly reflects the ideals of the programme in its structure, and functionality. The total commitment of this machinery of governance to the successful execution of the Programme cannot and must never be questioned. Everything possible must be done to ensure that this remains so.

There is the need therefore to ensure that the top decision-making organ of government remains acutely conscious of the various and often demanding requirements for the success of the Programme. As members of the State Executive Council, you constitute the highest decision-making organ of Government and the success of the future of this administration is largely predicated upon your appreciation of the importance of this administration, but a commitment towards providing the linkages between ideas, men and material for its success.

The second principle I referred to is linked to the need to ensure absolute probity and accountability as we move nearer towards complete political democratization of the nation's polity. A regime transparently committed towards enthroning another regime that symbolises and struggles to implement a clean break with our sad past cannot but cherish an open government that is beyond reproach. The legacy we leave behind, especially in the last stages of the Programme is going to be largely instrumental to the perceptions of not only our record, but also what the unspoken Code of Conduct of the politicians who succeed us will be. Let there be no doubt, therefore, that only the highest levels of integrity and responsibility will be tolerated by this administration. As the last runners in a difficult relay race, the contest is in your hands to win or lose. The future is now.

For those of you who have just been appointed, let me congratulate you. You are already aware that your selection has been based strictly on your proven records, and perceptions of your potential to contribute in no small measure towards the achievements of the objectives of this administration. In your individual and collective comportment, you must remember that you represent the totality of the values and aspirations of our people. None of you has been appointed on the basis of his ethnic group, geo-political location, religion or any other sentiment. I do not therefore expect you to reflect any of these sentiments in your thoughts and actions.

To those of you who have been re-appointed, let me congratulate you as well for deserving our confidence and trust. You are already aware that your re-appointment has been based strictly on your proven record while in office. I shall expect nothing short of your past service, and although it may be unnecessary to state it here, it is important that you do not relapse into complacency because you have been re-appointed.

As many citizens of this State are aware by now, I have made it clear that our mandate is to be pursued through the setting-up of specific targets and objectives which bear on important socio-economic sectors. Those Commissioners who have been re-appointed may be aware of this already, but it may be worth repeating once again that our basic approach to basic problems and issues has been informed by our awareness that Kaduna State, with all its potentials, has a lot to do to improve the lot of its people. We need every hand on deck, but from those upon whose shoulders we place so much burden, such as you here, we expect even more.

In the next few days, I shall acquaint you with some of the key projects, services and programmes that we have identified as critical to this State in the next one year. While I shall expect you to pay attention to routine matters, I shall expect you to focus attention and resources to some of these critical areas.

With the creation of the State Finance and General Purposes Committee, a lot of your time will now be devoted to the affairs of your Ministries and Departments. We expect therefore a radical improvement in the efficiency of Ministries and Departments. Soon, we shall announce other decisions aimed at revamping the State's administrative machinery. I shall mention here, however, that all Boards of Parastatals are hereby dissolved with immediate effect. We shall look at their management very critically in line with the genuine needs of the State. The next one year is therefore going to be both challenging and exciting. On my part, I feel justified that I have selected the best team to go through it with, under the circumstances. I pray to God that you will justify our trust.

Let me conclude by congratulating all of you once again. I want to use this occasion to appeal to the people of this great State to give us the support and co-operation to turn it around from the sad state of decline it presently find itself.

Thank you, and may God bless our State and Nation.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE,
COL. ABUBAKAR T. AYUBA, AT THE SPECIAL RECEPTION
HELD IN HONOUR OF THE RANCHERS BEES FOOTBALL CLUB
AT THE RANCHERS BEES STADIUM ON TUESDAY, 20TH NOVEMBER, 1990**

In the period that I have spent as Military Governor of this State, rarely has any occasion or event given me more pleasure, and a sense of pride, than this reception which is being organized as a token of our appreciation for the excellent performance of one of the greatest football teams in this country today, the Ranchers Bees Football Club. Indeed, this is a great event in the history of our State, and we should raise our heads high, and walk tall over the exploits of this group of young men who have given everything to bring glory to our State. What every man, woman and child owes this team is difficult to assert, but it can safely be assumed that when this team went on the pitch, they took everyone of us there. Although eleven players were on the pitch at any one time, it was in fact the whole State, in spirit and soul. We shared the joy of success of this team right through the preliminaries to the semi-finals, and we felt the sadness of losing not on the basis of the quality of our game, but on our chance and luck.

Coming fourth out of the 21 teams that qualified for the preliminaries, not counting the hundreds that entered for this year's Competition is by any standard of measurement, an achievement we shall shout out to the world with no modesty.

The achievements of the Ranchers Bees Football Club date back to its very first year of formation. Since then, there has not been one year in which it has not brought one laurel or the other. It is, in fact, one of the very few Clubs in the country that succeeded in bringing to us a Continental trophy, and if it was not schemed out in football boardroom intrigues this year, we have no doubt that this year the WAFU Cup would have been returned to Kaduna.

This year as well, just when all doubters had written it off, the team proved that it is made of sterner stuff. Because it suffered a few problems of management and financial constraints, many thought the Ranchers Bees are a finished team. I am glad to say here that the Kaduna State Government had kept faith with the Club. We have, on a number of occasions, enquired into the specifics of the problems of this Club, and we have made no secret of our support, both morally and materially. Although a private outfit, the Government of Kaduna State has recognized that there are no boundaries between private and public efforts to push forward the frontiers of our achievements in sports in this State. A healthy co-operation between private and public support for sports, we believe, was responsible for the tremendous achievements of the Ranchers Bees Football Club this season, and it is now our policy to extend it beyond this Club.

I want to make a very strong appeal to businessmen and organization to float and support football teams. We would like to see at least three strong football teams each in Kaduna, Zaria and Kafanchan which should play in the non-professional leagues next season.

We want to go further than this. Henceforth, we shall intensify our encouragement of local-level competition, which is the most effective way of identifying talent and nurturing it to maturity. I have consequently directed that the following measures be put into effect immediately:

- (1) Inter-Primary and Secondary School Competitions should be properly structured;
- (2) Competitions between Local Government Areas should be accorded greater Government recognition;
- (3) Sporting facilities at grassroots will be overhauled where they exist, and established where they do not;
- (4) All good talent identified should be retained by the Sports Council;
- (5) Local Governments should be more active in their support for sports.

As for the Ranchers Bees Stadium, I have been made aware that the funds collected for its expansion are yet to be utilized. I have consequently directed that I be briefed on the areas of most critical need for the Stadium, and I shall see to it that the funds are utilized before the end of this year.

But I do want to emphasize that Government efforts need to be complimented by public-spirited individuals. Kaduna State is blessed with many such people, and very wealthy organizations that can and should support our efforts. While we are seriously looking to see which Government-owned organizations we can direct to shoulder the burden of floating and supporting a good, professional football club, let me make a direct appeal to organizations such as Peugeot Automobile, NNPC, Federal Superphosphate and the many banks we have in the State to look into the possibility of floating clubs from the excellent talents that abound in our State.

Fellow Sportslovers, this reception is to give honour to whom honour is due. We join you therefore in saluting the courage of these young men, and their management who supported them. We salute your fighting spirit, your sense of self-sacrifice in the face of the many problems you had encountered, and we salute your resolute resolve to approach each battle as if it is the first. Let me assure you that you have become a shining example to every child and youth in Kaduna State, because you have shown that with determination, anything is possible.

Of course we do wish that you brought the Cup home to Kaduna, but we take consolation from the fact that even the most critical of football crowd, the Lagos Crowd, have voted you the best team of the tournament. Besides, there is next year. Our appeal to the proprietor and management of this Club is to look critically into the managerial set-up of the club, and consider bringing in new playing blood from outside the club.

Finally, as a token of our appreciation of the efforts of this Club, the Government of Kaduna State is donating N5,000 to each player, N4,000 to the Coach and N2,000 to the two team managers. It is our ardent hope that we shall see this Club finish among the top six in the Professional League this season, and bring even greater glory to the State in the next season. Thank you once again, and Good Morning.

**ADDRESS BY THE MILITARY GOVERNOR OF KADUNA STATE,
COL. ABUBAKAR TANKO AYUBA, AT THE LAUNCHING OF
THE BOOK 'GUIDE TO SMALL-SCALE INDUSTRIES' BY
BALA MOHAMMED AT LUGARD HALL, KADUNA ON MONDAY
26TH NOVEMBER, 1990**

Allow me first of all to congratulate the Author of this book for publishing a book which has all the potential to become, notwithstanding its size, a major reference materials by many varied interests. Let me also congratulate Comrade Books for supporting the venture by publishing the book. The turn-out here is sufficient indication that we are witnessing the launch of a book that promises to answer the many questions that had been asked by many Nigerian and foreign investors alike concerning our industrial prospects and policy.

As it is by now well know, the small-scale approach to industrialization has become the cornerstone of our policy, at both Federal and State levels. Apart from being a time-tested policy, it is also the most realistic approach for developing economies. These developing economies are characterized by certain constraints such as:

- (1) Low-level of the developing of productive forces;
- (2) Underdevelopment of the capital accumulation process;
- (3) Underdevelopment of the entrepreneurial class;
- (4) The severe underdevelopment of our industrial capacity engendered by colonial rule which deliberately sought to divert our raw-materials to foreign industries, thus making us consumers, and not industrial producers.

The small-scale approach to industrialization is therefore a realistic response to these historical and contemporary constraints, and while of necessity we have had to embark on a parallel policy of large-scale and heavy industrialization in some sectors, this policy has assisted us tremendously. Obviously, as the economy matures and develops, economies of scale, among, others, dictate that the sizes of our industrial concerns expand, but it will be safe to assume that small-scale industries will continue to be central to our industrialization drive.

The Government of Kaduna State had of course actively assisted, through various ways and instruments, the development of small-scale industries. But it is also a matter of regret that compared with the potentials that abound in this State, the achievements are nothing to be proud of. I am aware of some very good blue-prints and studies which, if they had been implemented, would have transformed this State into one of the most industrialized. Unfortunately, however, they became victims of petty political squabbles, and except for Ikara Food Processing Company and Kachia Ginger Factory, all the other proposals have remained only proposals and blueprints.

We are now very actively pushing to see to the actual completion of these two industrial concerns. In th last two months, we have attempted to remove every impediment towards full commissioning of these two projects, and it is our intention that they go into full production by this time next year.

Let me use this opportunity to appeal to indigenes of Kaduna State, and the many other residents in the State to take advantage of the very liberal economic atmosphere of our State and the very active

economy to establish both small and large-scale industries. To the indigenes of Kaduna State particularly, let me appeal to you to invest at home. Right now, we are looking for additional hands to participate in our Kachia and Ikara projects, and this is an excellent opportunity for investors.

Distinguished Ladies and Gentlemen, let me once again congratulate the author on a very good piece of work. He has succeeded in plugging a major loophole in our industrial set-up, namely, the need for up-to-date and comprehensive information. I have immense pleasure therefore in launching this book, and I wish the author greater successes in future. Thank you and good morning.



**ADDRESS OF THE MILITARY GOVERNOR COL. A.T. AYUBA TO
MEMBERS OF THE STATE EXECUTIVE COUNCILS OF THE SDP
AND NRC AT LUGARD HALL, THURSDAY, 6TH DECEMBER, 1990**

I have decided to address the Chairmen and members of the two Political Parties in the full presence of the State Executive Council, the Council of Chiefs and heads of all organs involved in the forthcoming Local Government Elections in order to underline our concern over the need to ensure that we have absolutely hitch-free elections on Saturday. You are no doubt all aware of the fact that the nation as a whole has been working flat-out to ensure that all requirements are in place for these all-important election. In Kaduna State, we have left no stone unturned to provide all the requirements in terms of personnel, finances and materials. Among the many measures, we have undertaken are the following:

1. We have pooled together over 400 vehicles for these elections, and have made the sum of N100,000 available to the NEC to hire an additional 200-300 vehicles;
2. We have trained over 35,000 people including members of the NYSC, senior and junior civil servants, teachers of all categories, and members of the MAMSER/WAI Brigade for various roles as electoral officials.
3. We have appointed very senior civil servants of the ranks of Directors to serve as Returning Officers, and have deployed all Commissioners and Directors-General to various Local Governments to serve as observers. I may mention here that both my deputy and myself, apart from exercising a very close supervision of the elections, have also assume responsibilities for on-the-spot assessment in specific parts of the State.
4. We have camped members of the NYSC since the 28th of November at the NYSC Camp in Zaria entirely at the expense of the State Government to ensure that they receive adequate training from the Police and NEC officials for the very critical roles they are expected to play.
5. We have placed the entire machinery of Government at the disposal of NEC, Police and the electoral process, and have so far expended well over one million naira in a bid to ensure that we leave no stone unturned.

Distinguished Ladies and Gentlemen, I have enumerated only a few of the contributions of the Government of Kaduna State merely to underline the significance of the elections which, God willing will take place on Saturday the 8th of December. For us, and indeed for the nation, no sacrifice is too great to ensure the success of these elections. Our nation has come a long way, and our path has not been easy. It is gratifying, however, that we have not lost faith in the democratic process, and it is to the credit of the Nigerian spirit that we are never tired of trying again even where we falter or fail.

Open campaigning by the two political parties has been going on for quite some time now. I am glad to note that in Kaduna State, it has been characterised by an atmosphere of tolerance and comradeship. This is how it should be, and this is how we expect it to continue to be. It has been said that politics is not war. It is a vehicle which affords citizens an alternative way in which they want their lives organized, not destroyed. Politicians more than any other, should realize that the faith and trust of our people is a great burden on their shoulders, and we owe it to them, to history and to God

Almighty to ensure that we never betray such trust. Let me appeal therefore first and foremost to the leaders of the political parties to urge their members and supporters to conduct themselves in a manner becoming of members of disciplined political parties. We should realize by now that the era where thuggery, intimidation and blackmail became instruments to subvert the democratic processes are gone. Certainly we shall be on standby to deal with any attempt of sabotage in any form, but the parties themselves should be in the vanguard of creating an orderly atmosphere.

Let me also remind you all that since we are experimenting with the Open Ballot system for the first time, there is the need for patience and understanding. Those conducting the elections though trained, are as new to the system as those who will do the elections. Let us be orderly, disciplined and patient. Movement, except for the purpose of elections will be restricted, so citizens who are not registered to vote or do not intend to vote are advised to stay at home. All Government public transport will be mobilized for the purposes of these elections, so citizens should be prepared in advance to restrict their movement.

I want to appeal to our royal fathers, Chairmen of Caretaker Committees of Local Government and all men and women of goodwill to use whatever influence they have to ensure that we achieve 100 per cent success in Saturday's elections. Certainly, the Transition Programme is truly and well on its way, and a successful Local Government election on Saturday will greatly assist it. I pray to God in his infinite mercy to give us the patience, tolerance and courage to ensure that we have a peaceful, free and fair election on Saturday. I know Kaduna State had enjoyed quite a number of hitch-free elections in the past, and I am confident that we shall see another one on Saturday. Thank you for your assistance in advance and good morning.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE
COLONEL ABUBAKAR TANKO AYUBA AT THE COMMISSIONING
OF THE FEDERAL GOVERNMENT SECRETARIAT, KADUNA
STATE ON SATURDAY, 15TH DECEMBER, 1990**

On behalf of the people and Government of Kaduna State, I welcome you all to this Commissioning of the Federal Government Secretariat, Kaduna. This is a day the citizens of this State have waited for a long time, and I may state here that we shall be eternally grateful to the Honourable Minister for Works, Major-General Mamman Kontagora during whose tenure it is that we are witnessing the realization of a dream we had long expected to materialize. Let me extend, through your good office Sir, the appreciation of the people of this State, to the Federal Government for its commitment to complete this edifice.

It was sad that for all its importance nationally, this Secretariat is among the last to be completed. Kaduna State is second only to Lagos as a base for Federal Establishments in the Country. We have over 146 Federal Establishments in the State, almost all of which are also located in Kaduna town. In addition, virtually all the States of the Federation have liaison offices located in Kaduna. There is hardly any bank that does not have a branch in Kaduna, or a large private organization. In addition, our dynamic and industrialized economy makes demands on offices and industrial accommodation all the more compounded.

All these reasons, coupled with the presence of some strategic military establishments which are presently housed in what should otherwise be offices of the State Government, make office accommodation a very big problem for the State Government. This is why we watched with dismay as this edifice of Federal presence rose and then froze in time and space, while those in other States, had been completed years ago.

I have little doubt in my mind that we shall see a radical improvement in office accommodation in Kaduna State, especially in view of the impending movement of the federal seat to Abuja. We are braced in Kaduna State to tackle the challenges which this movement will entail, as we have every belief that we shall be called upon to share in both the problems and benefits of the new Federal Capital next door to us. We look to the future with optimism, and we welcome the opening of this Secretariat as a milestone in the progress towards a more effective governance. I pray that this Secretariat will mark a new chapter in closer State/Federal relations. Thank you, and good morning.

**ADDRESS BY THE MILITARY GOVERNOR OF KADUNA STATE COL. A.T. AYUBA
AT THE COMMISSIONING OF THE FEDERAL SECRETARIAT, KADUNA ON 15TH
DECEMBER, 1990.**

*The Hon. Minister of Works and Housing,
Major General Mamman Kontagora (Rtd),
Federal Ministers Present,
Members of the Kaduna State Executive Council,
Your Royal Highnesses,
My Lords Spiritual and Temporal,
Heads of Federal Ministries/Departments in Kaduna,
Distinguished Ladies and Gentlemen.*

It is praise worthy that we are all gathered here today to witness this great occasion, the commissioning of the Federal Secretariat, Kaduna. First of all, as the old adage says, 'credit must be given to whom due and as at when due' and in this regard, our Honourable Minister, Major General Mamman Kontagora (Rtd), we must acknowledge is by all means and for all intends and purposes an achiever. We are aware of his efforts and hard-work which include among other resuscitate abandoned projects (like this one we are commissioning today) and seeing to their completion as well as initiating new ones. He is always up and about seeing to the proper execution of these projects. Honourable Minister, we are impressed of your achievements so far and wishing you greater heights in your persuits. The commissioning of the Federal Secretariat today will be a great relief to all Federal Ministries/Departments in Kaduna who are scattered all over the State Capital. Their coming together in one place will definitely enhance their productivity as they can get to each other much easier now. We of Kaduna State are also happy with this commissioning as office accommodations which were being occupied by the Federal Ministries/Parastatals will now be available to us for our use. The Honourable Minister, as we express our delight in the commissioning of this Secretariat, we must also not forget to acknowledge other efforts of your Ministry. The relief brought on road users by the dualisation of Kaduna—Kano Road which is almost ready for commissioning is enormous. Accident rates have greatly reduced on this road. Similarly, we appreciate the efforts of the Ministry in rehabilitating the Western By-Pass which had deteriorated. The Honourable Minister while haven expressed our appreciation so far, we still remain human by not being satiate yet. In so being, we are still very mindful of the demands on your Ministry and the constraints under which your Ministry must be working. However, we feel we have to bring to your notice the accommodation problems of the Staff of Federal Ministries/Departments in Kaduna. We call on you therefore, to use your good office to facilitate the completion of the Barnawa staff quarters and to provide more. Another bothering problem, Honourable Minister, is the Kaduna—Jos Road. The road has deteriorated very seriously, especially from Pambeguwa to Jos, such that a journey on this road now is a nightmare. This road we are sure your field officers must have brought to your notice. Help us and let us reduce the threat to lives and properties on this road. Still on some of our problems, are the street

lights on National Teachers' Institute — Kawo through Kakuri to Command Secondary School Junction, as well as the deplorable conditions of our urban roads in Zaria and Kafanchan. The roads in these towns are a disaster and considering their strategic roles in the state it become more lamentable. To really redress these problems, the State requires funds, and we are in dire need of this scarce commodity which is necessary for oiling of the wheel of machinery of Government. We are calling on the Federal Government therefore, through your good office to come to our aid. Assist us with some funds to redress these problems. Lastly Honourable Minister, and hoping not to have bored you down with our problems we are happy to note the efforts being made on dualising Kaduna—Abuja Road. We hope to see its commencement soon. Thank you.

**ADDRESS BY THE MILITARY GOVERNOR OF KADUNA STATE COL. TANKO
AYUBA FSS, PSC ON THE OCCASION OF THE OFFICIAL OPENING OF THE NITT
POST GRADUATE PROFESSIONAL TRANSPORT SCHOOL ON MONDAY 17TH
DECEMBER, 1990.**

I am happy to be here as a Special Guest of honour at the opening of the NITT Post Graduate Professional Transport School which I understand is the first of its kind in Nigeria. It is equally important to remark that the Kaduna State Military Government has been following the development of NITT with keen interest and involvement since 1984. On the 25th of April, 1988 the Military Governor of Kaduna State mandated the Honourable Commissioner for Works and Transport to declare open the National Workshop on Manpower Training Need in the Nigerian Transport Sector organised by the NITT. There is no doubt that the Post Graduate Diploma and Induction Programme are some of the priority training needs identified in that very important workshop. Hence the Government of Kaduna State is impressed that, within such time, the recommendations of the above workshop have been concretized.

As you may all be aware, the development of a viable transport sector is one of the cardinal trust of the Federal Military Government. The performance of the Federal Urban Transit Programme has been commendable in both the urban and the inter-State areas of operation.

I am glad to inform you that the Kaduna State Transport Authority (KSTA) operates inter-state transport services to fourteen state capitals in the federation. The idea is to provide efficient transportation to various parts of the country at reasonable cost. This measure is assisting greatly in the control of inflation as far as fares charged by the private Transport companies are concerned. The State Transport Corporation with the assistance of Federal Urban Transit Programme has a fleet of over one hundred and forty buses and at optimum level moves 75,000 passengers per day. It is relevant to emphasise that adequate urban transit coverage is being provided in all major cities particularly in Kaduna and Zaria.

It is relevant at this juncture to identify the major problems facing the transport sector in Nigeria. My candid opinion is that for any transport system to be efficient, there will be an adequate number of well trained managerial staff in both operations and equipment maintenance departments. Secondly, there is a great need for valid transport data for planning and operations management. In view of the above, it is important to stress the role of NITT in the area of training and research, as it affects all modes of transportation in Nigeria. There is no doubt in my mind that the Management and council of the Institute will achieve this noble objectives with continued dedication and commitment. I wish to assure you that the Kaduna State Government will do everything in its power to assist the Institute in providing life support facilities particularly water supply in NITT permanent and temporary sites. The Government is also ready to consider any other areas of assistance which the institute may propose particularly utilities that will facilitate movement to the permanent site.

Finally, I wish to take this opportunity to formally welcome the Honourable Minister of Transport to Kaduna State. I wish to recognise also the presence of His Royal Highness and all other distinguished personalities who are here today to witness this historic event.

Thank you all.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE
COLONEL ABUBAKAR TANKO AYUBA DURING THE COMMISSIONING
OF THE NEW KADUNA JUNCTION RAILWAY STATION BUILDING,
KADUNA, 18TH DECEMBER, 1990**

For us in Kaduna State, this is a very important day, for it marks an important step in recent attempts by Federal Government institutions to put some of their places in order. We witnessed, only last week, the commissioning of the Federal Government Secretariat, an edifice of federal presence which the citizens of this state had almost given up hope of even seeing completed and put to use. We said on that occasion that we have borne the extra-ordinarily, heavy burden of accommodating the largest number of Federal institutions outside Lagos in silence, seeing the task as a worthwhile sacrifice for being the nerve-centre of the nation.

We drew attention to the restriction imposed on the government and economy of the State to expand and/or become restructured because of the pressing presence of the hundreds of other establishments, including strategic military establishments with whom we have to share office space.

It is my ardent hope that other key Federal establishments will take the cue from the Nigerian Railway Corporation to either improve upon their existing facilities, or establish such where they have neglected to do so. However, even while praising the Nigerian Railway Corporation, I feel it is a duty to draw its attention to some of the many areas either of wilful neglect or gross insensitivity on the part of the Corporation which this state has suffered in silence until now. Even this building which is being Commissioned today is a reminder of the utter neglect which this State as a whole, strategic to the Corporation as it is, has suffered. Mention Zaria, Kaduna and Kafanchan, and anyone familiar with the Nigeria Railway Corporation knows you are talking of some of the most strategic centres in the network of the Corporation. Ask, however, in what ways the Corporation has attempted to improve the facilities in these cities that service it, and the answer is simply, none.

Behind this building is a market which the Corporation lays claim to. This market, which is among the most disorganized has also constituted a very serious security threat, as it had untimely been razed down almost on a yearly basis. Let me use this occasion therefore, to draw the Corporation's attention to the constitutional provisions limiting the ownership and management of markets to Local Governments, and advise that it hands-off the running of this market. I would suggest that the officials of the Corporation and the Kaduna Local Government put their heads together immediately to effect a smooth transfer.

Let me also raise the very disturbing tendency on the part of the Corporation to leave large pieces of its land either unutilized or to use them in ways that ignore the most basic of social concerns. We are now having to live with a large fertilizer factory built right in the middle of a large residential area on the land given to the fertilizer factory by the Corporation apart from the frequent nuisance which evacuating and lifting trailer vehicles cause, the people living around this factory are in constant danger of air pollution. I want to state here therefore that our patience is running out fast. The Nigerian Railway Corporation should either utilize its lands, or they stand the risk of having it revoked. We cannot tolerate a situation any longer where Federal institutions behave as if they have no obligations

to the people who host them. Henceforth we shall assert our right as a State to demand protection, reparation and consideration from any organization located within this State, no matter who owns it. We may host the nation, but we are not its dumping ground.

Related to this, let me also give notice to the National Electric Power Authority (NEPA) to relocate from its so-called Head Office in three months, or have it bulldozed. We are tired of seeing the eyesore which passes as a District Office, when NEPA District Office could have built a better, more permanent structure, as it had in other places, a long time ago. I want to say that this is not an idle threat. We will bulldoze those shacks by the end of March, 1991 if they do not do something about it.

Finally, let me give notice to all Federal Establishments who intend to move the Federal Secretariat to move in latest by the end of January 1991 or we shall have them physically ejected. We have done as much as possible, and now that there is space for them, we want our offices back. I would like to appeal to the Federal Ministers to prevail on their staff to respect our justified impatience, and understand it if we are firm with wilful defaulters.

Let me conclude by congratulating the Nigerian Railway Corporation once again for this milestone, and I once again call on all other organization to emulate their example.

Thank you, and good morning.

**WELCOME ADDRESS AT THE COMMISSIONING OF THE FIRST
COMMUNITY BANK — THE ALHERI COMMUNITY BANK LIMITED
AT TUDUN WADA, KADUNA LOCAL GOVERNMENT AREA, KADUNA
STATE ON 31ST DECEMBER, 1990**

*The President, Commander-in-Chief of the Armed Forces,
General Ibrahim Babangida;
The Military Governor of Kaduna State,
Members of the National Council of State
of the Council of Ministers,
Honourable Commissioners,
Your Excellencies,
Your Royal Highnesses,
Promoters and Board Members of the
Alheri Community Bank,
Distinguished Ladies and Gentlemen,*

On behalf of the Community Bank Implementation Committee, I welcome you all to this historic occasion of the Commissioning of the first Community Bank in Nigeria. In particular, I like to welcome the President, Commander-in-Chief of the Armed Forces, General Ibrahim Babangida for finding the time on a day like this just before the delivery of the budget speech for the new year to personally grace this occasion and set the nation on to another new and exciting path of economic growth and productive transformation.

The Community Bank which is about to be commissioned has been promoted essentially by the Alheri Community Development Association. This is a Community comprising largely of farmers, traders and artisans. Like in other Nigerian communities, their effort has been assisted by those of their relatively successful sons and daughters who as businessmen and merchants have contributed generously, such that the Community has been able to pool together some N500,000 equity Capital which is twice the minimum required by the present rules of the Community Bank Implementation Committee.

The Alheri Community Development Association has also secured the free use of a building as required by these rules. It has acquired the necessary banking equipment, notably a highly secured safe of at least 200 litres inside capacity, ultra-violet light equipment for detecting forged notes as well as deed boxes for keeping vital documents. The Community is thus ready to engage on its economic development based on its own bank.

Mr. President, the idea of a Community Bank is of course, no more than legitimizing and reinforcing the credit provisioning traditions amongst our people. Most communities in Nigeria are familiar with rotating credit institutions by which small farmers, traders and artisans try to raise the capital they need for their businesses. In this part of the country, these institutions are known as Adache or Zubi. In southern Nigeria, it is the Esusu or Isusu. These institutions have served very

important purposes in the economic fortunes of many small businesses but they have not themselves been able to grow and flourish because they operated without formal official recognition and support.

The establishment of community banks is meant to provide this formal official recognition and support by government. Henceforth, it is the expectation that local farmers, local traders and local artisans as well as all members of the community would now make a habit of depositing and saving their money with their own community bank so that those who need credit can more easily secure it. It is this ability to pool local financial resources together and use it to self-reliably promote diverse productive activities as well as sustain real economic growth that makes the difference between our traditional rotating credit associations and modern banking institutions.

One principal aim of starting these banks therefore is to make it possible for all and sundry to now participate more fully in the various productive activities of the Directorate of Food, Roads and Rural Infrastructure. These embrace agricultural production particularly expansion in the production of food crops, horticulture, oil seeds, fish farming and small animal husbandry. They also include small-scale industrialisation especially food processing as well as wholesale marketing and rural transportation.

In closing this brief welcome address, I wish to congratulate the Alheri Community Development Association for their singular fortune in being the first community to be officially recognised to make this transition from traditional to modern banking practice. I pray that their patriotic effort in starting their community bank may be abundantly rewarded in the economic transformation of their community. I pray also that their Bank may go from strength to strength. I wish to congratulate the Kaduna State Government for today's event and hope that under the dynamic leadership of the Military Governor, Colonel Tank Ayuba many, many more Community Banks will be started in the State and that all of them will prosper and flourish for the great economic benefit of the State in particular and Nigeria in general.

Once again, I welcome the President, Commander-in-Chief of the Armed Forces and all of you to this august and historic occasion.

Thank you.

**ADDRESS OF THE MILITARY GOVERNOR COLONEL ABUBAKAR
TANKO AYUBA AT THE COMMISSIONING OF THE FIRST
COMMUNITY BANK IN NIGERIA ON 31ST DECEMBER, 1990
AT TUDUN WADA, KADUNA LOCAL GOVERNMENT AREA**

Today our joy knows little bounds as we welcome Mr. President and Commander-in-Chief of the Armed Forces and his distinguished entourage to our State. Indeed, it is surpassed only by our sense of gratitude and appreciation that one of our communities should be the very first to have the privilege to have its own Community Bank approved and commissioned by Mr. President. Let me assure Mr. President and his distinguished entourage that the citizens of Kaduna State will regard this day among the most important, and will re-affirm their commitment to support this latest evidence of the commitment of the present administration to strengthen the grassroot economic foundations of our nation.

The introduction of Community Banks is a major policy instrument aimed at consolidating the economic gains which have been triggered-off by other grassroot — related policies. The opening-up of the rural economy which was achieved through the activities of the Directorate of Foods, Roads and Rural Infrastructure, the Better Life Programme, MAMSER, the People's Bank, has signalled the major trend to link the structures of the rural economy with the rest of the economy, in a way that ends the subordinated role of the rural economy. While all these policy instruments have sought the improvement in the capacity of the individual, and by extension, his community, to sustain his economic improvement, the Community Bank is aimed at encouraging communities to pool their resources together to aid themselves.

It is aimed towards consolidating the foundations of self-reliant communities, who now have an opportunity to benefit directly from institutions which they will collectively set up. The weaknesses of the Rural Banking policy have now been adequately appreciated, and the Community Bank is designed precisely to address them, in particular by easing access to credit without necessarily jeopardizing the foundations of the bank. To the doubting Thomases who traditionally scoff at all new innovation's, I commend the breath-taking success of the People's Bank of Nigeria, which has now been firmly established as the single most important people-oriented policy instrument among the many enterprising, but financially-handicapped Nigerian producers. But the Community Bank is the "people's bank" in more respect than one; it is to be funded wholly by the Community, used by the Community, serviced by people employed and paid by the Community and in ways that the Community deems beneficial.

Mr. President may be aware that recently the Kaduna State Government took the decision to create a new Ministry of Rural and Community Development principally to accord the development of our rural economy the level of importance it deserves, and insulate it from temporary political whims from which it had traditionally suffered. The introduction of the Community Bank at this stage, within our own context therefore, could not have been better timed. I would like to assure Mr. President that this new Ministry, which we have already directed to consider the formulation of Co-operatives as among its most important functions, will be charged specifically with the task of

encouraging the proliferation of Community Banks in the State.

Let me appeal to our Citizens therefore to reciprocate the gesture of the Federal Government, and the commendable efforts of the Tudun Wada Kaduna Community, by carrying the torch to all nooks and corners of the State. While doing this, it is important that we remember that Community Banks are pre-eminently creations of the Community, by the Community for the Community. All efforts to safeguard their being hijacked by entrenched personal wealth or partisan political interests must be resisted by the Community otherwise the self-reliance objective behind the bank would have been defeated.

Mr. President, Distinguished entourage, allow us once again to express our gratitude for providing the foundation stone for building an edifice that stands for your administration's commitment to face and set towards sustained development, our rural economic structures. Your presence here alone is more than cause for joy, and the Citizens of this State are eagerly looking forward to when Mr. President will visit them for an extended stay. Distinguished Ladies and Gentlemen, I now have the pleasure of presenting to Mr. President the Licence for the operation of the Alheri Community Bank from the CBIC for presentation to the Chairman of the Board. Thank you and Good Morning.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE,
COL. ABUBAKAR TANKO AYUBA AT THE SWEARING-IN
CEREMONY OF NEWLY-APPOINTED DIRECTORS-GENERAL
IN THE GOVERNMENT OF KADUNA STATE, BANQUET HALL,
STATE HOUSE, KAWO, 2ND JANUARY, 1991**

The occasion we have just witnessed is significant in the life of this administration for a number of reasons. In the first place, it underlines the intentionally in-built notion that change is integral in the approach of this administration to governance. Secondly, it re-inforces the principle that where changes become necessary in the interest of the public service, they should be affected again only in the interest of the public. Thirdly, it is a reminder that absolute loyalty, transparent honesty and hardwork cannot be compromised as requirements from people who hold important positions in the service of our people. Fourthly, it emphasises our commitment to affect the necessary changes, both in the structure of the administration and in personnel, that will ensure that the last state military administration performs its functions as a transition administration efficiently and competently.

Let me congratulate the newly-appointed Directors-General therefore for deserving our trust and confidence that they can achieve all the objectives we have enumerated above. It has been the policy of this administration to appoint persons purely on their own merit, and these appointments are no exception. As you settle down to bring your various administrative and other experiences into your ministries, you ought to be aware that we have set certain specific objectives for this administration towards which we intend to mobilize all men and material towards achieving. First among these is that we believe that public administration should be used only towards addressing the genuine needs of the people. In this regard, we are confident that we have identified these needs, and the budget of this year is being designed specifically and deliberately around these needs. Your role as Directors-General is to appreciate these objectives, lend your support behind achieving them, and avoid any act that will militate against a clean handover by the last quarter of this year to democratically-elected administration.

Some of the structural changes we have affected to ensure a more effective governance under the Transition Programme are as follows. One, the Security Unit of the Department of Cabinet and Security of the Military Governor's Office is now to merge with the Political Division, which itself is henceforth to be designated Political and Special Services Department. Two, the Agency for Rural Development is now to be headed by a Director, who shall continue to report directly to the Military Governor. Three, the Pilgrims Welfare Board is now to be headed by a Director, with two Deputy Directors one each responsible for Muslim and Christian Pilgrims.

Four, the Finance and General Purposes Committee Secretariat will be headed by a Director under the newly-created Department of Cabinet Affairs. Five, the Directorate for Women Development will soon be converted into the State Women Commission, and shall report to me through the Office of the Secretary to the State Government.

These and other changes to be announced soon have been introduced to address some areas where we have identified some incongruence, and to improve efficiency in others. By the second week of

this month, I expect that most major structural changes would have been completed, and we would then settle down to render service to the people of this state in accordance with the principles of complete devotion to the public interest. It is my hope we shall be able to carry the State with us in the tasks we have set ahead. Once again; I congratulate you, and pray to God to guide your actions and give you the courage and the strength to shoulder your respective responsibilities. Thank you, and good morning.



**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA
STATE, COL. ABUBAKAR TANKO AYUBA, AT THE
SWEARING-IN CEREMONY OF NEWLY-ELECTED CHAIRMEN
AND DEPUTY CHAIRMEN OF LOCAL GOVERNMENT COUNCILS
AT LUGARD HALL, KADUNA, THURSDAY, 3RD JANUARY, 1991**

Let me begin by apologising for the series of apparently conflicting instructions on the modalities of swearing-in the newly-elected Chairmen, Deputy-Chairmen and Councillors of Local Government Councils in the last few days. These have arisen out of the need to ensure absolute compliance with the constitutional provisions, particularly in this stage of the Transition to Civil Rule Programme when the need to faithfully conform with the Constitution is absolutely imperative.

Nonetheless, I extend to you, on behalf of the people and Government of Kaduna State our most sincere congratulations on your respective victories at the recently-concluded elections. Your elections are manifestations of the supreme exercise of the public will, freely and openly expressed. In your persons and offices, you embody the first stage towards complete democratization of the nation's political system. The Local Government, for now, stands uniquely among the others, as the embodiment of the firm commitment to give it a democratic base, and it is significant to recognize that it is only the beginning. As flag-bearers, yours is a most daunting task indeed, and so much will depend on the degree to which you recognize that you will function purely on the basis of the mandate given to you by your people.

There is another sense in which you are pioneers. Apart from being the first set of Local Government officials elected under the new political order designed specially to address our past and contemporary political experiences, you were also uniquely elected through a system that allows citizens to openly and freely express their choices. In spite of all criticisms before the elections, the Open Ballot system had amply demonstrated the fact not only that Nigerians are indeed capable of introducing innovations that suit their own peculiarities, but, more importantly, that there can be a system that allows citizens free choice without jeopardizing the whole process. Leaders now have the added obligation of knowing not only that they are elected, but that the people who elected them have had the courage to do so openly and freely. Even while I congratulate you therefore, I know that the new dispensation has placed upon you additional responsibilities to be fair and just to your people. I wish you the best of luck.

You are assuming office at a period when Local Governments as third tier of Government are increasingly becoming stronger. So much responsibility is now being devolved to the Local Governments, apart from those that are constitutionally reserved for them. The people who elected you, are also well aware of this, and they are equally aware that there is a vastly-improved funding of the Local Governments. You will discover therefore that our citizens are not only a lot more enlightened than was hitherto assumed, but that they will expect a lot from their Local Government Administrations. Administering Local Governments, in view of the increasing demand and the complexities of the modern systems of administration also requires an educated and sophisticated approach, and an uneducated leadership cannot give its people the leadership required in modern

times.

Many of you may be aware that I have toured over 90 per cent of this State since my arrival. My tour had afforded me the opportunity to see first hand the problems, constraints and potentials of the State, especially at the grassroots. I have been touched by the many areas of neglect or inability by Government to address, and I have committed, and intend to continue to commit, the resources of the State Government to addressing these many areas.

I should say openly here, however, that I have been most impressed by the hard work and dedication with which the outgoing Chairmen of Caretaker Committees of Local Governments had handled the affairs of their respective Local Governments. These public officers have discharged their responsibilities in an exemplary manner, and I dare say that the newly-elected Chairmen will find it difficult to fill in their shoes. Even while commending them, however, I have directed that they should submit to the new Chairmen and to my office comprehensive handover notes detailing every aspect of their stewardship. I have further directed that within the one week which they have to handover, they must physically verify to the incoming administration all projects and programmes, ongoing and completed, which they had undertaken. It is our intention to leave no grey areas, no doubts or suspicion between the outgoing and incoming administrations, and I hereby direct that the outgoing Chairmen must answer all questions and inquiries fully and with an open mind.

This clean break is even more necessary now in view of the imminent move towards complete autonomy for the Local Governments. We in Kaduna State intend to give this autonomy its literal and full interpretation, and even while recognizing that both the State and the Local Government are serving the same people, we shall confine ourselves strictly to our areas of jurisdiction. It is very important that Local Governments appreciate the full import of this autonomy, even while it may be necessary to be hard on State Government officials, long used to seeing Local Government Administrations as appendages of State Government, to let go. Now Local Governments are on their own. They shall be accountable only to their own people, and no one else. The people who elected them shall be the sole arbiters of their stewardship, and you may do well to remember that the recall system was deliberately inserted in the new Constitution in order to ensure that the people who elected you remain supreme from the moment you are elected until you are out of office.

One of the implications of the complete autonomy is the need to intensify community development efforts and raise internal revenue on the part of the Local Government administrations. As politicians, you are well aware of the discerning voter who can easily identify which Local Government administration is doing well, and which isn't and which party is more active in grassroots mobilization and which isn't. You may be aware that this week, Mr. President and Commander-in-Chief of the Armed Forces recently commissioned the first-ever Community Bank here in Kaduna Local Government. I have asked that copies of the brochure detailing requirements for the opening of Community Banks be distributed to all Chairmen, and I challenge you to see which Local Government will be the second in the country to open its own Community Bank. You will find that the Community Bank is a veritable vehicle for the development of the Community.

As you depart to commence the process of taking over, which should be concluded in one week, I extend to you the warm hand of friendship of the State Government. Although you will operate

autonomously, I want you to know that we shall be ever ready to consolidate our areas of co-operation, and explore new ways of enhancing our relationship. Do not hesitate, therefore, to consult us when ever you feel the need.

It may be necessary to single out one area where we need to maintain a very close liaison, however. This is in the area of security, law and order. As the chief security officers in your Local Governments, I shall expect a very close inter-course on ideas and strategies with you.

Finally, let me once again wish you luck. You should remember that no matter which party you represent, now that you are elected, you cannot afford to discriminate amongst your people on party basis. You should strive to strike a healthy balance between the need of the party and the need of the public whom you serve. We look forward to a most healthy relationship with Local Government Administrations on the basis of mutual trust and respect.

To the Clerk-Designate who has just been sworn-in, let me also congratulate you. You have been appointed on merit, and your role is critical in ensuring a smooth transition. I am aware that you have already been working to put in place all the requirements for the smooth take-off of the Legislature, and I urge you not to relent in your efforts. The Government of Kaduna State is according the highest priority in the next year to the take-off of the House of Assembly, the National Census and the Gubernatorial Elections.

Let me conclude by once again thanking the outgoing Chairmen of the Caretaker Committees. In recognition of their exemplary conduct, these public officers have now been appointed to key positions in the civil service in order that their experiences are not wasted.

I pray to God to give these leaders the wisdom and courage to vindicate the trust of their electorates, and our nation peace and prosperity. Thank you, and good afternoon.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE
COL. A.T. AYUBA AT THE MOROA CULTURAL DAY CELEBRATION
AT MOROA, 5TH JANUARY, 1991**

It gives me great pleasure to be in your midst once again, and to share with you on this occasion the festive atmosphere which you have traditionally created around this time of the year to celebrate a year blessed, create a sense of communal oneness, and give thanks to God Almighty for his grace. I extend to you on behalf of the Government and people of Kaduna State, our best wishes for a happy, peaceful and prosperous 1991. I also want to commend the organisers and the spirit behind this cultural celebration, and in particular, I want to publicly acknowledge our intimate knowledge of the enlightened leadership of His Royal Highness, the Chief of Moroa, has been providing for his people, and we have little doubt that this impressive turnout is a testimony to that able leadership. May I seize this opportunity therefore to thank his Royal Highness for his services to his people. Let me assure the people of Moroa Chieftdom that the Government of Kaduna State holds their Chief with the highest esteem. Such is our confidence in his wisdom and commitment to the public interest that just a few weeks ago, the Government of Kaduna State entrusted him with the Chairmanship of a very sensitive Committee that has responsibility to demarcate the boundaries of the newly-created districts. I have been informed that this Committee, which has benefitted tremendously from its Chairmanship by the Chief of Moro'a is about to submit its report, and I want to use this occasion to thank the Chief in advance.

The people of this great Chieftdom may also be aware that one of my directives on assuming office was that work was to commence immediately on the construction of the Chief of Moro'a's palace. I had hoped then that by this time, we would be seeing the palace in its advanced stage of completion. This had not been possible because of the need to seek the opinion of His Royal Highness as to his preferences, as well as make sure that funds are properly in place to execute the project without delays. I want to assure your Royal Highness and the people of this Chieftdom that work will commence in the next few weeks, and it is my ardent hope that we shall sit with his Royal Highness in his completed Palace before I hand over the mantle of Governorship to democratically-elected leaders in the last quarter of this year.

You may recall that only a few weeks ago I visited your Local Government Area, during which I was made acutely aware of the many problems which the Local Government faces. I am aware that this being one of the new Local Governments and among the smallest, it has many problems peculiar to itself. In spite of this, however, what I saw last week during the Kagoro Day, in the ability of the people and leaders of this Local Government to mobilize themselves, was most impressive indeed. I have no doubt that even with minimal government support, you possess the capacity to mobilize the interest and energies of your people. If you capitalize on the many opportunities for accelerating rural and community development, I have no doubt that you can make Kaura Local Government a modal Local Government by October, 1992. Let me repeat that challenge I threw to the people of this Local Government, which is to strive to be the second community in the whole of this country to have its own Community Bank. I know the people I am challenging, and I am sure you will not let me down.

When I swore-in your new, elected Chairman and his deputy two days ago, I made sure that he received a copy of the brochure detailing the requirements for the opening of this bank. I know he is here, and so I want you to give him all the support and co-operation towards opening this bank in the next few weeks.

On that occasion, also I drew their attention to the challenging demands of governance, especially governance under a mandate freely and openly given by citizens who are now politically conscious. The complement to my advise to them is that you as the citizens who elected them also need to be patient with them. While you should at all times remain vigilant and jealous of your role as the electors, you should learn to allow your elected representatives to settle down. Understand also when they make mistakes, or show disagreement. This is only human. But I am satisfied that there are sufficiently good grounds for the smooth functioning of Local Government Systems, given sufficient maturity and goodwill on the part of Citizens and their leaders alike.

I want to conclude this brief remark by requesting all fellow Citizens of this great State to assist us in restoring Kaduna State to its glory. Kaduna State deserves a greater standing among fellow States. On its part, this administration is putting everything in place to restore Kaduna's standing and glory, but it cannot do this without the support of the citizens. We have already tapped the goodwill of our most prominent citizens, and already we are receiving some advise and guidance from them which is invaluable. In the next few weeks, we shall float ways in which we intend to involve every citizen in one project or the other in order to turn the tide. I hope I can count on the support and co-operation of all citizens. I want to thank you once again for a very interesting and exciting day. Thank you and may God bless us all.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE,
COL. ABUBAKAR TANKO AYUBA, AT THE CIVIC RECEPTION
ORGANIZED IN HONOUR OF PRESIDENT ROBERT MUGABE AT
THE MURTALA MOHAMMED SQUARE, KADUNA ON MONDAY,
7TH JANUARY, 1991**

This is indeed a most historic day for the people and government of Kaduna State, for we have an opportunity, no matter how brief, to host one of the most illustrious sons of Africa. Although President Mugabe is visiting Kaduna State for the second time, this time we feel that he is coming specifically to be welcomed and hosted by our people. We thank President Mugabe, and President Ibrahim Badamasi Babangida, Commander-in-Chief of the Armed Forces therefore for doing this great honour to our State of Kaduna. We wish we could host you for a period longer than a few hours, but of course we understand the demands of Mr. Mugabe's visit, and are grateful nonetheless for the opportunity.

As our guests will soon see, we have thought that the best way that the Government of Kaduna State could express its happiness over the visit of President Mugabe is to allow the ordinary citizen to express, in our own traditional ways, our spontaneous joy as we have always done from times immemorial. You will see a small representation of the ways in which we, and the people in our neighbouring States, express welcome to an esteemed guest and if we have a longer period, we shall open up our heart even wider.

Mr. President, we would like to extend through you to President Mugabe the informed solidarity of the citizen of our great nation with the leaders and people of Zimbabwe. We have stood by their heroic struggle to push back the frontiers of one of the most oppressive and backward systems of the world, that is the system of governance predicated on the conception of racial superiority. We felt the pain of the weapons of the oppressor, and savoured with them the sweetness and joy of the victory of good over evil, of right over wrong and of truth over falsehood. We watched in sadness and dismay as the oppressor, defeated but not finished, then resorted to the old divide-and-rule tactics to drive a wedge between the forces of liberation, and slow down or even divert the course of the struggle. We watched in admiration the steadfast commitment of President Mugabe not to lose sight of the objectives of the struggle, and to counter the ploys of racism and neo-imperialism with the concerted effort to close ranks, and not allow the fifth columnists under the guise of ethnicity hijack the heroic struggle which lasted decades, at the last minute. We watched in admiration how President Muagabe's Government, even under the severe restrictions imposed by the Lancaster Talks, consolidated and set about the task of rehabilitating and rebuilding a nation which had know little peace for decades. We watched as President Mugabe put all the cynics and the sulking and defeated oppressor to shame through the ways he reconciled his people and laid the foundations of a nation sure and confident of its ability to grow and prosper on the basis of justice and fairplay to all.

All through its travails, Mr. President, we watched as the people of Zimbabwe stood shoulder-to-shoulder, as we did, with the struggle of the people of South Africa. From the on-set, the leadership and people of Zimbabwe never saw their struggle as separate from the struggle of the people of South

Africa, or Namibia, or indeed any area of the African Continent where the oppression of race or colour flourished. We drew strength, as did our comrades in South Africa, in Mozambique, in Angola, in Namibia and in many other parts of Africa, from the commitment and support of the people of Zimbabwe to the struggle to free our Continent from the yoke of racial oppression.

When the history of the total liberation of the African continent is written, the place of the successful decolonization of Zimbabwe and its establishment of a non-racial society in its overall impact in the Southern African sub-continent is bound to stand out. It was not just that the successful conclusion of the liberation struggle paved the way for others', or that in practical terms, it triggered an intensification of the struggle in other areas of the African continent who, although involved in their own struggles, nonetheless had awaited the signal that racial oppression and neo-imperialism are indeed vulnerable to defeat. Nor should we underrate the impact of the statesmanly manner in which Mr. Mugabe and his comrades steered the affairs of a liberated Zimbabwean State, in spite of the many provocations and attempts to divert their attention, on other nations and liberation movements.

Now that we are on the edge of another monumentally historic development in the imminent liberation of South Africa, we can appreciate all the more the sacrifices and the benefits of such sacrifices by the people of Zimbabwe. We are proud of our intimate and long-standing solidarity with the people of Zimbabwe. We salute the foresight of both our leaders for their determination to foster ever-closer links with our two nations. We salute the foresight of past and present Nigerian leaders, and of our people who supported them, when they linked the destiny of our nation inseparably with the destiny and fortunes of our brothers and sisters in all parts of Africa. We are proud of our nation's record in the liberation struggle, and we acknowledge in all humility the honour done to us in making our nation a member of the frontline States.

We look forward to the day when we shall celebrate, with the people of Zimbabwe and South Africa, the independence of the Republic of South Africa in South Africa. We in Nigeria do not see this as an empty dream. We can feel the imminence of this historic development, and we know our people and Government will do everything possible to see this day sooner than later.

Mr. President, we wish to thank you once again for giving us this opportunity to host President Mugabe. We know that over the years, you have formed a close personal relationship with this illustrious son of Africa. We know that you are both intensely interested in the evolution of a new World Order that will realistically reflect the historical and contemporary inter-dependence of the peoples of the world. We know that you share common ideas on the modalities of giving our African Continent the position it deserves in the international political economy. We welcome this opportunity therefore for you to explore further areas of co-operation. We welcome the First Lady of Zimbabwe and our own First Lady, and wish them a very pleasant and productive visit. Once again I say on behalf of the people and Government of Kaduna State, Welcome.

Long Live the Solidarity of the African People.

Long Live the Fraternal Relations between Zimbabwe and Nigeria.

Long Live the Federal Republic of Nigeria.

Thank you, and God Bless.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE,
COLONEL ABUBAKAR TANKO AYUBA AT THE LAUNCHING OF
THE 1991 ARMED FORCES AND NATIONAL REMEMBRANCE DAY
CELEBRATION, WEDNESDAY, 9TH JANUARY, 1991 AT BANQUET
HALL, STATE HOUSE, KAWO — KADUNA**

This is a day traditionally set aside to commemorate the significant contribution of a segment of our fellow compatriots who have dedicated their lives to the protection of the highest values of our nation, namely its integrity and unity. The Nigerian nation has enshrined these days into its history to honour the sense of sacrifice of men and women of the Nigerian Armed Forces, and to draw attention to their plight after being demobilized. I want to thank the Organizing Committee of this celebration therefore, and all persons who have found time to attend this launching. I assure you that your presence is a great morale booster, and a reminder that our nation has not lost its sense of gratitude.

Many activities are usually organized around this activity around this year. Two of these activities that are specifically centred around the mass involvement of the public are the sale of emblems which commences with this launching and continues right up to the 15th of January, as well as prayers in all Mosques in the State on Friday, 11th of January and in Churches on Sunday, 13th of January. On Tuesday, the 15th of January, there will be a Parade at the Murtala Mohammed Square.

Needless to say, these activities target the public, rather than governments or the armed forces. This is intentional, for the reservoir of goodwill which is being tapped resides within the general public. For the armed forces, both active and inactive, is pre-eminently the instrument for the protection of the rights and privileges of the public. Men and women take up arms and dedicate life and limbs and the least society owes them is to acknowledge such sacrifice in practical terms. In times of peace, the armed forces serve to prevent war. In times of war, the armed forces fight to secure peace. In war or in peace therefore, the armed forces are equally relevant to the society. Such relevance is not, however, to be limited by the myopic conception that the soldier is only important when he or she is on active service. A society that caters for its ex-servicemen also secures the greater willingness of those on active service to bear their burden loyally and cheerfully. Conversely, an armed forces unsure of the future welfare of its members cannot operate at the optimum level of commitment and efficiency.

The Nigerian Armed Forces has a proud record in the history of the struggle to preserve the territorial integrity of our nation. Even as we celebrate this year's Remembrance Day, our men and women are in far-away Liberia in the service of our Pan-African commitment, an exercise unprecedented in its singular impact, or in its universal acclaim. A society with worthy values does not relegate such men and women to the fringes of social existence, as if to serve the fatherland was a crime to be punished.

This Remembrance Day is therefore an opportunity for every citizen to show his or her appreciation for the sacrifices made on our behalf by the men and women who gave their lives and limbs for our fatherland. I call on everyone therefore to contribute generously to the Remembrance Fund. Perhaps

I need to remind our citizens that over the years, Kaduna State has consistently come first in its total collections during this Annual Remembrance, and last year we sent more money than any State in the Federation to Lagos. I hope this year we shall sustain the record as well.

It is with great pleasure therefore that I launch the 1991 Armed Forces and National Remembrance Day Celebrations with a donation of from the Government of Kaduna State. In addition, Government is donating N5,000.00 each to the Military Reference Hospital and the Air Force Hospitals, Kaduna. Thank you, and God Bless.



**1991 KADUNA STATE BUDGET SPEECH BY THE MILITARY GOVERNOR, COL.
ABUBAKAR TANKO AYUBA ON THURSDAY, 17TH JANUARY, 1991.**

Fellow Citizens of Kaduna State,

I address you today to place before you our plans and projects for which we intend to use public funds this year. We have taken our time to ensure that we do not place before you undertakings and promises that remain just so even by the time we hand over the baton of governance. That is why we have tagged this year's budget bold Budget of Relief and Hope.

You will recall that when I assumed responsibility of the governance of this state, I made it explicitly clear that I saw my mandate as a two-fold responsibility to ensure that the Federal Government's Transition to Civil Rule Programme is implemented to the letter, as well as to consolidate the foundation of the economy of Kaduna State which will give it back its pride of place. I also informed you that I intend to use public funds only towards projects, programmes and in areas of genuine and acute needs. Finally I made it clear that no matter how well-intentioned, government cannot provide that one ingredient without which no sustainable development can be achieved. This ingredient is the willingness of the people themselves to anchor developmental efforts through self-help and for the State Government to look inward in utilizing the resources available to it.

These elaborations of our *modus operandi* were amply vindicated by my observations of our general state of development and backwardness during my extensive tours of Local Government Areas of the State. Two particularly strong conclusions were inescapable for us. The first had to do with the sad fact that for all its historical and contemporary strategic position, Kaduna State is now virtually behind every other State in just about every index of development. The second had to do with the very low level of appreciation of the values of self-reliance and self-help on the part of both our communities and governments.

I have said on a number of occasions that the people of Kaduna State have no excuse for the situation of this State vis-a-vis the rest of the nation. I have also said that the negative trend is reversible, given sufficient goodwill, commitment and hardwork, and that within the time of this administration, nothing will stop us from reversing it.

In practical terms, we have observed that what is missing is the necessary foundation of an economy centred around an active and productive population. Basic facilities such as roads, water and electricity, which are indispensable to any economy, seem lacking at the grassroots. Necessary services such as a good health care delivery system and an educational system that will produce an enlightened and healthy population are too-unevenly spread or have completely broken down. Clearly, there is the need to address the basic foundations of the socio-economic structures of the people of Kaduna State which are located around the grassroots and other areas that have suffered long neglect. A basic need approach for Kaduna State is therefore unavoidable, and I am satisfied that this approach has given us great satisfaction in the last three months in its capacity to elicit immediate response. It has vindicated our belief that public expenditure, in order to be relevant and effective, does not have to be centred only among a few major areas or projects that require millions

of Naira. Nor does it have to carry with it an in-built glitter designed to impress, but not of much utility value.

Another major area that required our attention was the need to look into the human element, particularly in the machinery of governance which plays a critical part in our objectives. This was even more imperative in view of the need to tailor our structures and attitudes towards ensuring a smooth transfer of power to democratically-elected leaders at both the Local and State Government levels. We therefore set about the task of bringing in persons into the highest decision-making organs of government where we found necessity for it. Along with these changes in personnel, we also undertook other structural changes in order to streamline government and its objectives. I am satisfied with the results we are witnessing even at this stage in terms of the level of commitment, loyalty and probity among top officials of government.

One of the long-standing problems which we encountered on assumption of office was the pressure to create additional administrative districts in the state. This exercise, which have held public interest for a long period, were extremely sensitive, and required careful handling. You will recall that in announcing the decision of Government over the district-creation exercise, I informed you that the widest spectrum of public opinion possible was consulted, and the decision of government was predicated purely on the facts available to it and in the overall interest of the public. We appreciated the positive response which our decisions generated, and we hope that when the new District Heads are announced soon, including the Kudara and Garin Kurama Districts in Lere Local Government which were not announced earlier due to the on-going litigation at the time, they will be welcomed with the same degree of public goodwill and support.

You will recall also that at the time we came into office, arrangements were being put in place for last year's Local Government elections. On various occasions before those elections, I spoke to you about the importance of ensuring that they were hitch-free, and it gave us great satisfaction to see that the citizens of this State had conducted themselves in a way that ensured complete success. I want to thank the entire Citizens of this State therefore for their conduct which has amply conformed with our conception of their levels of maturity and responsibility.

Local Governments under the new dispensation.

Following the overwhelming success of the December, 1990 Local Government Elections, the duly elected Local Government Chairmen, Vice Chairmen and Councillors were sworn-in, and even as I now address you, they have resumed offices. You may already be aware of the commitment of the present administration to put in place the full autonomy of the Local Governments as is provided under the Transition Programme and the Constitution. I have had occasions to emphasise that the State Government intends to give this autonomy its full meaning in practical terms, and even though the modalities of this new dispensation are still being worked out, we have set in motion the necessary machinery for implementation. I have, partly in consequence to this, directed that all markets being owned and/or managed by the State Government should immediately be handed over to Local Governments. Officials of the two Governments are currently discussing equitable modes of complying with this directive. We intend to continue to shed any other responsibilities which is not ours, and it is my hope that by the end of the first quarter, Local Government Administrations will

by fully autonomous and thereby render service to the people who elected them with the least hindrance or interference.

THE TRANSITION TO CIVIL RULE PROGRAMME

This year is pregnant with many activities that have a critical bearing with the Transition to Civil Rule Programme. Of these, the most important are the forthcoming National Census, the take-off of the State House of Assembly and the elections into the State Legislature and the Gubernatorial Elections in the third quarter of the year. We have given the highest priority to the success of these aspects of the programme, and have, in this budget made adequate provisions for their success. It is our hope that we shall continue to count on the support of our fellow Citizens right through the the period that we hand over to a democratically elected State Government.

REVENUE GENERATION

Of all the areas of relative backwardness of Kaduna State, none is more inexcusable than its pathetic record in internal revenue generation. With all the immense potential at its disposal which can be legitimately tapped, Kaduna state has performed woefully in this direction. This said record has deprived the government and citizens of this state of immense resources which can be used for development. It has also created quite possibly the only state in the Federation where people run businesses that make huge profits but pay virtually nothing. I am of course aware that the large-scale fraud which exists in our revenue collecting machinery is also partly responsible for this. But this situation is totally unacceptable, and cannot be allowed to continue. Last year, the expected internally-generated revenue was N154,354m, but the actual collection at the end of the 3rd quarter was only N73.076m, or 47.34%, which was a shortfall of N81.270m. It is not an act of responsibility to overlook this woeful performance, and if the Governemnt had become complacent in the past over these recurring shortfalls, this is the time to stop it.

We have taken a hard look at our internal revenue generation machinery, and have decided to undertake its radical re-organization. We have moved to provide the State Revenue Board with the necessary support that they require, such as additional vehicles, equipment and staff. Government has recognized the limitations of this Board, and is willing to help, but in return we expect to see a radical improvement in its performance. This year we are setting a target of N300m as internally-generated revenue, and I want to emphasise that this is not a mere figure or an idle wish. We expect that target to be met or surpassed, and we have deliberately made it central to the success of this year's budget. I want to be understood that our projects and their success are being predicated on our internally-generated revenue, and all organs of governments with capacity to generate revenue have been informed that the release of their allocations are going to be tied down to their efforts in tapping all revenues. In particular, we shall plug all loopholes in our taxation system and look into areas we have neglected such as development levies, property rates, Ground Rates, Sales Tax and tap other long-neglected taxes and levies. In this regard, let me also announce the intention of the State Government to set up a Debt Verification Committee to look critically into all debts and liabilities of the State Government and how they were incurred.

GOODWILL OF CITIZENS

One of our observations about Kaduna State has been the unfortunate absence of a rallying-point that will elicit from the citizens the necessary patriotism and goodwill towards their government and State. We have some of our citizens who have achieved every level of success, and are very well-placed to render any form of service to this State if called upon to do so.

The ordinary citizen also feels a distance from his government and his fellow citizens which has been growing over time because of the absence of linkages. If we had tapped the resources of our prominent citizens, and have created conditions and situation that will make every citizen feel proud to serve this State earlier, Kaduna State would not have been where it is today, that is in a situation where it feels and behaves like a no-man's land.

Late last year, therefore, in order to fill this void and create a sense of belonging for all our citizens, we reached out to some of our most prominent citizens mostly residing out of the State with a plea for them to come to the aid of their State. We were overwhelmed by their response, which resulted in part in the creation of a Committee of Elders and Sub-Committees to advise the State Government in general and specific areas that require attention to turn around the sustained decline of our State. Already we are receiving invaluable advise from these citizens, such as in the area of internal revenue generation. I want to seize this opportunity to thank these patriotic citizens, and to assure them that the Government of Kaduna State will always turn to them when we need their advise. I should also announce that we intend to evolve a mechanism which will allow the State recognize the sterling contributions of some of its citizens to the service of their state and nation. Furthermore, we shall soon tap the same resource of goodwill from our patriotic citizens resident in the State in order to build a bridge between our citizens.

CREATION OF MINISTRIES OF RURAL AND COMMUNITY DEVELOPMENT AND OF WATER RESOURCES

Among our first observations about the overall state of the socio-economic development of this State is the need to create structures and institutions that will specifically address the neglected areas of rural and community development and for harnessing our water resources more beneficially. Without prejudice to structures already existing serving these purposes, these Ministries were created to accelerate the rate of our rural development efforts, intensify our Community Development efforts, and tap the many resources that are locked-up in our various water schemes. As this budget will show, we are committing a large percentage of our resources towards the provision of urban and rural water supply schemes, as well as the generation of other related resources across the State.

(i) AGRICULTURE

This is one Ministry that will always continue to receive the highest attention of the State Government. We are satisfied with its performance last year, and intend to encourage it even more. We are aware of the serious complaints over the scarcity of essential farm inputs and Government has directed the complete overhauling of the Farmers' Supply Company in this regard. Even more important, however, is the decision to distribute these inputs such as fertilizer direct to farmers' cooperatives. In order for this new approach to succeed, however, farmers need to organize themselves into cooperatives. I am also happy to announce that Government has completed the first

phase of its Strategic Grain Reserve Purchase, and has just commenced the second phase. In the last three months we have also intensified efforts towards the commissioning of the Ikara Food Processing Company, the Kachia Ginger Factory and the Zaria Ginnery. We are, in our estimation, well-placed to integrate our agricultural produce with the industrial capacity to process them.

(ii) EDUCATION:

Education is the foundation of all civilization and progress, and no size of investment can, under the present circumstances, meet the level of demand. Since our assumption of office, we have concentrated attention towards plugging gaping loopholes that make learning literally impossible in our educational institutions at all levels. It is a sad fact there is hardly any public institution of learning that has even the most minimum conditions for learning, and the most we can do is to identify areas of greatest need and commit resources towards meeting them. This year, apart from general rehabilitation of our institutions and provision of basic equipment, we intend to focus attention towards the restoration of the once famous Kaduna Capital School back to its glory as a centre of excellence. This is an institution which was unique in this part of the country in its contribution to our educational development, and we have resolved firmly not to let it die-off ignominiously. The second area we shall concentrate attention is in the development of our science and technical schools and the take-off of the Kaduna State-owned Zaria Polytechnic and the movement of the Kafanchan College of Education to its permanent site. You would have heard by now that Primary Education is now solely the responsibility of Local Government Administration. This requires that Local Government would have to appreciate the magnitude of this responsibility. For its own part the Kaduna State Government has decided that payment of School Fees will no more be done in cash. Alternative modes of payment, in order to halt the abuse of fees, will soon be announced.

(iii) HEALTH:

Our health delivery system continues to suffer under the sheer weight of demand in relation to our ability to meet such demands. We have, nonetheless, identified the critical areas of the provision of essential drugs through the expansion of the Drug Revolving Fund Scheme to other hospitals in the State as an urgent necessity. So is the need to construct new Hospitals especially in new Local Government Areas that have none, as well as the need to put to use other hospitals which were completed long ago but were lying idle due to the lack of facilities and personnel. We are also intensifying efforts to recruit additional medical personnel, especially Doctors, and retain the ones in our service. Let me seize this opportunity to announce the restoration of State grants to health and other institutions which are being run by voluntary agencies, and which render critical services for our people. We have already identified some of such hospitals, and we intend to redeem all our pledges made to various communities during the tour of Local Government Areas last year.

(iv) WORKS AND TRANSPORT:

This Ministry performs important functions and this year we intend to provide it with all support to continue. In particular, we intend to entrust it with maintainance and rehabilitation of all State Government property, and the extension of the Mass Transit System to other urban areas like Zaria and Kafanchan. This year's budget is setting aside N130m specifically for the rehabilitation of roads in our major cities, and this Ministry has responsibility for ensuring that the funds are well spent.

(v) COMMERCE, INDUSTRY AND TOURISM:

Given the imminence of the commissioning of our important industrial projects, this Ministry will continue to shoulder a major burden in our plans for the year. In particular, we intend to see to the take-off of the Ikara Food Processing Factory, and the completion of the Kachia Ginger Factory. We are also entrusting this Ministry with the responsibility of giving a physical foundation to the Matsirga Tourist Resort, a project long discussed but given little practical support.

(vi) SOCIAL DEVELOPMENT, YOUTH AND SPORTS:

This Ministry has responsibility for implementing the State's social policy and the development of sports. This year, we intend to strengthen its social policy aspect, especially since the Community Development Department has now been merged with the new Ministry of Rural and Community Development. Its second strong mandate is to intensify the development of sports, especially through the identification of talent at grassroot and retaining it. We shall also focus attention towards establishment and improvement of sports facilities and other stadia.

(vii) INFORMATION AND CULTURE:

Among the most important assignments which this important Ministry is to undertake this year is to establish those necessary linkages between citizens and their governments by the improvement of contacts through radio and television facilities. It is an unfortunate fact that this State is unique in its inability to speak to its citizens direct, and consequently is unable to create that organic sense of oneness of a people. Our citizens see and hear of their own State mostly from other State's media. We intend, within the limited resources available to us, therefore, to create our own facilities, drawing largely from what already exists on the ground. I want to assure you that we have looked critically at the history of this project, and what it realistically will cost vis-a-vis already existing facilities, and I have no doubt that we shall be able to justify our action at the end of the day.

(viii) MINISTRY FOR RURAL AND COMMUNITY DEVELOPMENT

This new Ministry was created specifically with the intention of intensifying our rural and community development drive. I have said earlier that this is one area in which Kaduna State is lagging far behind. It is our hope that the existence of this Ministry to initiate programmes and projects, monitor and co-ordinate rural and community development efforts will radically improve the economy of our rural areas. We have assigned to it important responsibilities, and in this year alone, we expect to see a marked improvement in areas under its responsibility.

(ix) MINISTRY FOR WATER RESOURCES

This is another new Ministry which was created specifically with the intention of expanding our exploitation of the vast water and water-related resources. In consonance with our basic need approach, we are, in this budget, setting aside the sum of N250m specifically for the provision of water and the rehabilitation of water works in parts of the State. I want to assure you that this investment is well informed by the pressing need to address the absence or scarcity of potable water in many parts of the State.

(x) MILITARY GOVERNOR'S OFFICE:

A major restructuring exercise is currently going on in order to give this office the necessary functional ability to perform its functions under the new Civil Service Reforms. We have looked at

its personnel and physical invitations, and measures are being taken to address them.

THE BUDGET

In this Financial Year, Kaduna State Government is budgeting N2,065,712,550 (*Two Billion and Sixty-Five Million, Seven Hundred and Twelve Thousand, Five Hundred and Fifty Naira*) made up of N603,603,760 (*Six Hundred and Three Million, Six Hundred and Three Thousand, Seven Hundred and Sixty Naira*) as Recurrent Expenditure and N1,462,108,790 (*One Billion, Four Hundred and Sixty-Two Million, One Hundred and Eight Thousand, Seven Hundred and Ninety Thousand Naira*) as Capital Development Expenditure.

RECURRENT EXPENDITURE:

The Recurrent Expenditure outlay of N603,603,000 is thus an increase of N201,197,000, or 50.04% over the 1990 Estimates of N402,360,000m. Allocation of resources to Government agencies and the percentages of such allocations are as follow:

	Amount N	Percentage %
Consolidated Revenue Charges	75.686m	12.54
Government House (including Office of the Deputy Governor)	4.685m	0.78
Ministry of Agriculture	9.978 m	1.65
Ministry of Commerce, Industry and Tourism	5.612m	0.93
Ministry of Education	136.625 m	22.63
Ministry of Finance	10.786m	1.79
Ministry of Health	71.57m	11.86
Ministry of Information, Home Affairs and Culture	17.817m	2.95
Ministry of Justice (including Judiciary)	14.726m	2.44
Ministry of Social Development Youth and Sports	7.522m	1.25
Ministry of Works and Transport	22.103m	3.66
Office of the Auditor-General	2.457m	0.41
Ministry of Water Resources	5.598m	0.93
Ministry of Rural and Community Development	8.796m	1.46
Administration	209.641m	34.72

I want to emphasise here that our Recurrent Estimates have taken cognisance of the intention to undertake a comprehensive Personnel Audit in all Ministries and Departments of Government in the very near future. It is our firm belief that the tendency to allocate resources towards the payment of salaries and allowances of non-existent or unproductive workers must be stopped.

CAPITAL EXPENDITURE:

We are attaching far greater attention to Capital Development this year in view of our earlier stated observation that the relative backwardness of this State can only be reversed if investment is directed towards areas that are not only of the greatest benefit to the greatest number of people, such as the provision of water, roads and electricity, but also towards projects and programmes that have developmental spin-off effects. The allocation of funds for Capital Development is as follows:-

	Amount	Percentage
	N	%
Agriculture and Allied Sector	278.235m	19.03
Rural and Community Development	329.010m	22.05
Water Resources Development	287.645m	19.67
Roads and Transport	141.0m	9.64
Education	82.132m	5.62
	N	%
Social Welfare and Public Enlightenment	56.431m	3.86
Commerce and Finance	37.735m	2.58
Administration	249.920m	17.1

CONCLUSION

Fellow Citizens, I have laid before you our plans and the resources with which we anticipate to execute them. Our resolve to work harder to give our State its pride of place is ever stronger, and I want to assure you of our firm commitment not to waver away from these stated objectives. I do need to remind you however, that our projections are strongly predicated on our ability to meet our target of N300m as internally-generated revenue. It is in this area that we intend to focus the greatest attention, and I may as well inform you now that we intend to completely overhaul the State Revenue Board from top to bottom. We need to bring in new, more energetic people who have more sympathy for our hopes.

I shall conclude by extending the hand of goodwill to every citizen, and a plea that you support us in every manner to see that we succeed. Thank you, and may God bless us all.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE COL. A.T. AYUBA
AT THE CONVOCATION CEREMONY AND LAUNCHING OF THE ENDOWMENT
OF THE AHMADU BELLO UNIVERSITY, ZARIA ON FRIDAY, 18TH JANUARY, 1991**

I extend to you all the profound goodwill of the people and government of Kaduna State on this day on which our nation once again pauses to acclaim excellence and achievement which the Ahmadu Bello University has come to champion and symbolise. I extend to the Ahmadu Bello University our congratulations for another milestone in its march towards ever-greater achievements. I extend to the graduands our heartfelt congratulations for success at the end of their respective studies, and especially to the illustrious citizens whose achievements are today being publicly acknowledged by an institution well-placed to do so.

I want to thank everyone, on behalf of the Ahmadu Bello University, who have turned up for the convocation ceremonies and its endowment fund.

The people of Kaduna State, who have hosted and supported the Ahmadu Bello University from its pre-University days, have remained ever grateful for the wisdom and foresight of its founding fathers who found them fit to shoulder this responsibility. Indeed in many ways, we find the decision to entrust this centre of excellence to us a recognition in part of our historically-acknowledged intellectual endowments. In any case, we are proud of our association with the Ahmadu Bello University, and will remain eternally at its service to render any assistance it may require in future.

Let me use this opportunity to specifically thank the Ahmadu Bello University for honouring, on this occasion, two of our most illustrious citizens. You have done honour, not just to these citizens, but to Kaduna State, and we thank you for it. We share the joy of all the recipients of these Honourary Degrees, and we hope more and more of our citizens will receive honours they deserve in this and other Universities.

Higher education, especially of the quality being provided for by the Ahmadu Bello University, is at this moment becoming rarer and rarer in relation to the weight of its demand. Even while acknowledging the heroic efforts of all Governments to expand the frontiers of access to our Universities until they can accommodate everyone capable and willing to benefit, it has been an established reality that there is a major gap between the numbers of young people who qualify for University admissions, and the places available for them. The frustrations of the qualified young people who are unable to gain admission, is therefore understandable. But the solution to this problem is not to jettison the system that recognises the uneven nature of educational development and existing opportunities nationally which has functioned over time to ensure equity. Nor does it lie in the unbridled clamour for institutions of higher learning without the necessary safeguards for standards and lean resources. It is our conviction that Kaduna State is severely under-represented in our institutions of higher learning, that the solution to this national problem lies in an honest and periodic review of whatever formula we choose to use, in part, in recognition of the dynamics of development, and in part, to create a system above suspicion by any section. Let me, all the same, request of the Ahmadu Bello University and the Kaduna Polytechnic, by extension, to look into the possibility of increasing the number of places available to the indigenes of our State, even if only in symbolic response to our excellent relations with them.

Let me appeal generally for a generous response to the Ahmadu Bello University Endowment Fund which comes up tomorrow. I have no doubt that the projects towards which the fund will be directed are central to the ability of the University to sustain its services, and I have faith in the ability of the leadership of the University to use the funds judiciously and productively.

Thank you, and good morning.

**ADDRESS OF THE MILITARY GOVERNOR COLONEL ABUBAKAR TANKO
AYUBA TO CHAIRMEN OF LOCAL GOVERNMENT COUNCILS AT CONFERENCE
HALL, STATE HOUSE, KAWO ON WEDNESDAY, 23RD JANUARY, 1991.**

This meeting is summoned for a number of reasons. First, it is to allow me read to you the address of Mr. President and Commander-in-Chief of the Armed Forces which I was to read to you during your swearing-in, but which I could not because we received it too late. Secondly, I want to reach out to our people through you, to appeal for calm and re-assure each citizen of this State of our determination to maintain our peaceful atmosphere in these days when the whole world is focusing its attention at events in the Gulf. Thirdly, I have assembled the entire Executive Council, the Department of Local Government and the Local Government Service Commission in order that the many questions which you are asking with regards to the mechanics of Local Government administrations will be explained to you fully.

I shall begin by reading Mr. President's address.

I have said that I had also wanted to seize this opportunity to solicit your support in assuring our people of our firm commitment to continue living under the present peaceful atmosphere in the State, despite the worrying events in the Gulf. As you are all aware, the position of our country has been made explicitly clear in the context of the complex issues surrounding the crisis in the Gulf. No part of the international community can claim to be indifferent to these events, any more than any section will draw any pleasure from misfortune which has befallen a large part of our world, and which threatens to involve more blood-letting.

These are therefore very sad times indeed that require our prayers to bring to a quick end. I am happy to note that the citizens of our State have borne these trying days responsibly and maturely. This is how it should be, because any other attitude will only increase the pain which we as Nigerians currently feel.

As we pray and hope for a quick and just end to the events in the Gulf, I want to appeal through you to our people to eschew any tendency that will increase tension. We are not, as a people, responsible for starting this conflict, and our greatest contribution to its quick end is to ensure that we are not drawn into it unwittingly. Our religious and traditional rulers, leaders of political opinion and all men and women of goodwill have a responsibility to ensure that the peaceful atmosphere of co-existence which we had enjoyed in this State for a long time continues. By the same token, we shall take a very serious view indeed of any acts from any quarter that attempt to turn our genuine concerns into acts of lawlessness.

When you return to your Local Government Areas therefore, I would request you to speak to your people to pray to God to show us an early end to this conflict, and to seek their support to continue to maintain our enviable record of co-existence. I want you to assure them that none of the information at our disposal indicates any intention by any individual or group to cause a breach of the peace as a result of the events in the Gulf. This notwithstanding, we are fully ready to deal with any such eventuality should any mischief-maker try it. Let us pray that god in his infinite mercy will

give us the courage and wisdom to withstand the pressures and temptations of these trying days.

If you look around you, you will see just about everyone who can assist you in clarifying grey areas around the State-Local Government relations. In subsequent weeks, we shall organize seminars and induction courses to make you more familiar with your responsibilities and obligations as Chairmen. We are also in receipt of guidelines that spell out in practical terms the machines that will put in place the constitutionally-provided autonomy of Local Government Administrations. These I shall discuss with you after this address.

Since this is a forum for free exchange of ideas, let me raise a few observations and issues that should be important in the successful execution of your mandate. The most important in our view, and from the historical perspective, is the need to ensure that Local Government administrations, no matter what problems they face, are able to pay the salaries of their staff as and when due. It is now an established fact that of all the factors that erode the legitimacy of governments, the failure or unwillingness to pay salaries, largely arising from abuses of public funds is the greatest. You will do well to remember that neither the Federal nor State Government will bail you out when you default in the payment of salaries and allowances, and when you have a major industrial action on your hands. This is what in practical terms your autonomy involves: a situation where you and only you take responsibility for your actions.

I would therefore strongly advise you to properly order your priorities. Apart from a firm commitment to pay salaries and allowances, you will need to set aside funds for commitments made and those that will be made. Then you should identify critical areas such as health care, and the provision of developmental infrastructure also as a priority. You will also need to draw a strong line between public funds and party funds, because the tendency in the past to ignore this line was also another factor that eroded the legitimacy of past regimes.

You are already aware that we have directed for a comprehensive audited report of Local Government Stabilization Funds and consequently have frozen these accounts. When we know the true position of these accounts, we shall discuss the modalities for spending these funds in your Local Government Areas with your full involvement on on-going/viable projects.

Let me conclude by once again appealing to your sense of responsibility in taking decisions on behalf of your people. While we shall respect your constitutionally-provided prerogative in selecting your Supervisory Councillors, we have the responsibility to advise you to be magnanimous, and acknowledge the diversity of your constituencies and the need to reconcile divergent views. You should remember that your people will judge your political decisions. I wish you the best of luck. Thank you, and good morning.

**AN OPENING ADDRESS DELIVERED BY THE MILITARY GOVERNOR OF
KADUNA STATE, COL. A.T. AYUBA AT THE FIRST NORTHERN STATES BOOK
FAIR HELD IN KADUNA FROM 5TH—9TH FEBRUARY, 1991**

I am happy to welcome you all to Kaduna for the first Northern States Book Fair. In a sense, it comes as an honour that our state capital has been chosen to host this maiden edition of the Northern States Book Fair.

I particularly consider this cooperative venture as a gratifying and encouraging sign of good management. In this part of the world, cooperative effort has a long tradition in our customs and practices. In the context of the economic realities of our country today, cooperative efforts, the pooling together of resources for the pursuit of a common goal has become even more imperative. That is why we in Kaduna State have no hesitation whatsoever in accepting to promote the idea of a joint series of annual joint Book Fairs to be sponsored by the Governments in this part of the nation. Considering the key role which books and other educational materials play in the developmental goal of the society, such Fairs can go a long way to further enhance educational advancement of our people. We therefore recommend this kind of a jointly-organised Book Fair as a worthy example set by our Library Services to our sister states throughout this country.

We in Kaduna State attach very great importance to the Library Service in our overall education development strategy. This is why as of today we do not only run a public library service in our state headquarters but have in addition six full-fledged libraries in the local government headquarters.

The government will also extend such services to the other new local governments in the State by establishing branches during this fiscal year. Government will also increase its financial support for the Library Board Book Depot this year, as well as look into the issue of mobile libraries for the state in order to extend the services to our rural and remote areas as a means of supporting and enhancing their educational and literacy activities.

In the past couple of years the Federal and State Governments have made strenuous efforts to develop the stock of books and other educational materials available in our libraries in spite of competing demands from other sectors and despite the spiralling cost of these products at the domestic and foreign markets. One of the measures which the Federal Government has taken to deal with the problem of book scarcity in the country has been the arrangement whereby Federal Universities and Polytechnics are asked to place their book orders with publishers periodically and payment for this is effected under a World Bank Loan agreement. This measure has no doubt gone a long way to ease the pressure for books and periodicals in these institutions. In the light of the success which this programme is scoring, I will like to seize this opportunity to call on the Federal Government to come to the aid of the State Governments in their efforts to extend their Public Library Services to all parts of their states by extending such an arrangement of World Bank Loan to our State Libraries to acquire books and other educational materials to update and increase the stocks of their libraries and to establish reading centres in the remote areas of their States. This will enable them meet the challenges of the formal and literacy programmes of their states. This will surely assist tremendously in improving the accessibility of the general public to essential books and other



The Military Governor of Kaduna State, Col. Abubakar Tanko Ayuba addressing the closing ceremony of the National Junior Handball championship held in Kaduna.



Governor Abubakar Tanko Ayuba addressing Media Executives at the First Media Forum held at the State House, Kawo. On the Governor's right is the Deputy Governor of Kaduna State, Mrs. A'ishatu Pamela Sadauki, while on the left is the Managing Director of the Federal Radio Corporation of Nigeria (FRCN), Kaduna, Alhaji Muhammad Suleiman.



The Military Governor of Kaduna State Col. Abubakar Tanko Ayuba addressing the opening session of the 50th delegates conference of the Nigerian Union of Teachers held at the National Teachers Institute (NTI), Kaduna.



The Military Governor, Col. Abubakar Tanko Ayuba addressing the people of Birnin Gwari during his familiarization tour of Local Governments.

educational resources materials.

The development of the nation's educational industry in general and library services in particular should not be left as the sole responsibility of the government alone. The private sector, rich and philanthropic individuals and organisations and particularly the publishers must chip in. As everyone knows education is a social service and governments are not the only beneficiary of the products of education. It is therefore of paramount importance that the private sector, individuals and communities should make it a corporate policy to make periodic grants to the libraries for the purposes of improving their book stock and generally improving their services or establish and donate libraries to State Library Boards to run for the benefit of the public. These are some of the ways that have led to the advanced information status of the developed countries. As for the publishers, they should see it as their beholding duty to de-emphasize the high profit motive and make their books available to the public at prices which ensure only modest profit.

Finally, I will like to draw attention to the fact that our publishing industries have continued to pay more attention to meeting the interest and needs of primarily the formal educational sector. The bias has been for textbooks and exercise books. The informal educational sector particularly in the area of Mass Literacy has virtually been forgotten. Primers for adult literacy classes, general interest book for new literates and numerate reading public, fiction and general science books are hard to come by. I will therefore like to seize this opportunity to call on our publishers and authors to make a conscious effort to redress this imbalance. I expect that the Book Fair is an appropriate forum to consider this challenge and responsibility of our book production industry. While I wish you a very fruitful and interesting Book Fair, I also wish you safe journey to you destinations after the Fair.

Distinguished Guests, Ladies and Gentlemen, it gives me a great honour to declare this Fair open.

Thank you.

**ADDRESS OF THE MILITARY GOVERNOR COL. A.T. AYUBA AT THE NATIONAL
RURAL DAY CELEBRATIONS HELD AT TURUNKU, IGABI LOCAL GOVERN-
MENT AREA ON THURSDAY, 7TH FEBRUARY, 1991.**

Today we are once again gathered to celebrate the National Rural Development Day. This day is however, only the Grand Finale, as celebrations had been going on in all the Local Governments since the 31st of January this year. Nationally, this is fifth year in which a day is specifically set aside to focus attention on the issue, problems and prospects of Rural Development. You may have noticed however, that consistent with our new determination to place emphasis on rural development as a government, we chose deliberately to celebrate this day not in the non-rural State Capital of Kaduna, but at the Headquarters of one of the most rural of our Local Government Areas. This decision has been informed by the desire to remove the gloss on a very important occasion, and to bring our concerns, problems and hopes right at the doorsteps of the people who matter, that is, the rural population. I want to thank everyone therefore who has found time to share this occasion with us, as well as those who had worked very hard to make it a success.

The citizens of this State are by now aware that we have made a public commitment, backed by the practical commitment to match a substantial portion of the financial resources at our disposal, towards a rapid development of our rural resources. We began by the creation of the two Ministries of Rural and Community Development and of Water Resources. These Ministries were created to address yawning gaps in our policy and machinery that amounted to massive neglects of an area of such massive potential but which was left to trap a substantial portion of our productive population in a context that for all practical purposes seems unchanged and unchanging. For all its name and historical place, Kaduna State can, in reality only boast of two or three urban centres that have the semblance of development. Outside these towns, the rural life remains among the least developed. Water, Electricity, roads, hospitals and decent schools are amenities for which the vast majority of our rural population could only dream. With all the energy, drive and enterprise of our rural population, they remain trapped in a situation that sees them only as the suppliers at very little return of the basic necessities of life like cheap food for our urban population. We had unfortunately sustained a colonial legacy which relegated our rural economy to the background and made it a mere appendage to a parasitic urban economy.

We therefore took a hard look at the overall situation as it affects our rural economy, and as you may be aware we have this year set aside nearly half of our total capital expenditure estimates entirely towards Rural Development and the improvement of our Water resources. We have also signalled our intention to bolster the spirit of community development among our people, for no matter how well our intention, or the size of our resources, only the involvement of the community directly in efforts aimed at improving their lot will in the long run set our rural economy and society firmly on the path of development.

My extensive tour of the Local Government Areas of this State have left the indelible impression on me that we have an intelligent and energetic rural population which is anxious to step in line with modern times. Among many other decisions, we have already commenced the construction of at least one General Hospital in the new Local Government Areas that do not have them with elaborate plans to provide potable water and electricity to many communities that hitherto enjoy these facilities, it is our firm belief that we shall leave in this State a much stronger foundation than we have met.

Distinguished Ladies and Gentlemen, I want to appeal to all levels of authority especially the newly-elected Local Government Councils, to re-affirm their commitment towards rural development. Thank you once again for responding to our invitation. Good morning, and God Bless.

**WELCOME ADDRESS TO THE PRESIDENT AND COMMANDER-IN-CHIEF OF THE
NIGERIAN ARMED FORCES, GENERAL IBRAHIM BADAMASI BABANGIDA BY
THE MILITARY GOVERNOR OF KADUNA STATE COL. ABUBAKAR TANKO
AYUBA ON THE OCCASION OF THE OPENING OF THE 13TH KADUNA
INTERNATIONAL TRADE FAIR.**

Your Excellency,

The President and Commander in Chief of the

Armed Forces of Nigeria,

General Ibrahim Badamasi Babangida, C.F.R, fss, mni.

I have a singular honour of receiving you in Kaduna State on behalf of the government and people of the state and the Kaduna Chamber of Commerce, Industry and Agriculture, the organisers of the Kaduna International Trade Fair.

It was exactly one year ago when you decided to do us the unique honour of paying a personal visit to the 12th Kaduna International Trade Fair to see things for yourself. We shall ever be grateful for the visit.

Your Excellency, we can recall clearly, as if it was yesterday, when in your apparent satisfaction with what you saw and in your appreciation of the need for a permanent trade fair complex for the Kaduna International Trade Fair, you promised assisting the Chamber in the building of a trade fair complex subject to certain conditions. I am glad to report to you that the Kaduna State has made land available to the Chamber for the building of the complex. I also wish to express our gratitude to you for the dispatch with which your government is treating the issue. Reports reaching me from the Chamber reveal that the working drawings of the complex have been completed and forwarded to the Federal Ministry of Works and Housing and that it is receiving serious and urgent attention. I am sure I am speaking the mind of the Kaduna Chamber of Commerce, Industry and Agriculture when I convey my deep appreciation for the co-operation your government has given to the chamber all along on this issue.

I again say thank you, Sir.

Your Excellency, this is the 13th International Trade Fair being organised here in Kaduna. I am glad to report that each Trade Fair has had its unique features and as a result we have learnt a lot from these experiences gathered over the years. Sir, you will agree with me that thirteen years is a long time and therefore our cumulative experience is enviable and yet one which we have been willing to share with others through workshops, seminars and free consultancies. This is why, inspite of the slight hitches we experienced this year by some countries withdrawing their participation at the last minute, we have remained undaunted in our efforts at making this fair as successful as if not more successful, as the others.

Sir, while I welcome you most heartily to the 13th International Trade Fair at Murtala Square, it is my sincere hope that the welcome address to the 14th Kaduna International Trade Fair will be delivered at the permanent complex of the Kaduna International Trade Fair. This hope is rooted in

the synergic posture of the Kaduna Chamber of Commerce, Industry and Agriculture to my administration. In fact sir, I feel very proud and lucky to have the present executive of the Kaduna Chamber at my disposal for consultation, advice and fore-most as trusted and tested friends of the State Administration.

Finally, Your Excellency, I cannot conclude this address without thanking you most sincerely for your deep sense of understanding of the needs and aspirations of Kaduna State and the manner in which you have identified yourself with these needs and aspirations. It is therefore my pleasure and honour to once again welcome you to this State and to assure you that we shall do all that is possible to make this visit another memorable and enjoyable occasion.

Thank you, Sir.

**SPEECH BY THE MILITARY GOVERNOR OF KADUNA STATE, COL. ABUBAKAR
TANKO AYUBA, AT THE FOUNDATION STONE LAYING CEREMONY OF THE
PERMANENT SITE OF THE KADUNA INTERNATIONAL TRADE FAIR COMPLEX
ON 16TH FEBRUARY, 1991.**

*The President, Commander-in-Chief of the Armed Forces of
Nigeria, General Ibrahim Badamasi Babangida,
Members of the Armed Forces Ruling Council,
Military Governors here present,
Honourable Ministers,
Secretary to the Government of the Federation,
The Deputy Governor, Kaduna State,
The Chief Judge,
Honourable Commissioners,
Your Royal Highnessess,
Members of the Diplomatic Corps,
The President NACCIMA,
The President Kaduna Chamber of Commerce, Industry and Agriculture,
Director-General Kaduna International Trade Fair,
Distinguished Ladies and Gentlemen.*

It is once again my honour and privilege to welcome Mr. President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, General Ibrahim Badamasi Babangida to yet another ceremony connected with the Kaduna International Trade Fair. In the morning, Mr. President opened the 13th Kaduna International Trade Fair and took time off to tour the Trade Fair ground at Murtala Mohammed Square. This time, Mr. President has consented to perform the laying of the Foundation Stone of the permanent site of the Kaduna International Trade Fair Complex. For the last 13 years the Kaduna International Trade Fair has been staged on the temporary site at Murtala Mohammed Square. Every year a lot of efforts and time were spent in putting up temporary structures at Murtala Mohammed Square to stage the International Trade Fair. At the end of each fair, the structures had to be dismantled and the square returned to its former shape. The need therefore for a permanent International Trade Fair Complex has been upper most in the minds of the Chamber of Commerce, Industry and Agriculture and the Kaduna State Government. This is necessary in order to minimise the inconveniences of erecting and dismantling temporary structures every year.

Mr. President graciously visited the 12th Kaduna International Trade Fair last year and in the course of that visit agreed to construct a permanent Kaduna International Trade Fair Complex. The need therefore to provide a convenient site for this project was perceived by the Kaduna State Government after discussion with the eleven Northern State Government agreed that this piece of land which hitherto belonged to the Northern Nigerian Development Company should be allocated to the Kaduna Chamber of Commerce, Industry and Agriculture for the construction of the permanent

Trade Fair Complex. I should at this stage express the deepest appreciation of the Kaduna State Government to my colleagues in the Northern States, and of course to the NNDC, for their cooperation and understanding in allowing us to utilise the former NNDC land for the Trade Fair complex among others. I wish to take this opportunity to assure my colleagues that the NNDC projects on this land had been adequately taken care of and the Certificate of Occupancy had been prepared for the pieces of land which they require for the purpose of a Bakery, a Fast foods project, a Poultry and a Filling Station. In addition we have assured them that their application for land anywhere in the State for their Integrated Agricultural Project will be given favourable consideration. A provision has also been made on this land for every State of the Federation to build their Liaison Offices for the purpose of easier communication either with the Chamber of Commerce or with their counterparts from other states.

Mr. President, I wish to digress a little to appeal to you to appreciate the need to rationalise the use of Murtala Mohammed Square and develop it into a befitting Parade Ground that can host national and international activities. The present structures at the square are in dilapidated conditions and the square ground itself is not developed to any acceptable standard. The State Government is certainly not happy with the way this square has been allowed to deteriorate. There is the need therefore to give it a befitting face lift by renovating the structures and constructing a modern Parade Ground. It would be therefore highly appreciated if the Kaduna State Government is allowed to take over completely the running of the Murtala Mohammed Square with the assistance of the Federal Government.

Mr. President, the Kaduna State Government and in particular the Kaduna Chamber of Commerce, Industry and Agriculture will like to express our deepest appreciation to you personally and to the Federal Government for the assistance you have given to see to the construction of the permanent site complex for the Kaduna International Trade Fair. I wish to assure Mr. President that work will proceed diligently and will be completed before 1992. The Kaduna State Government will monitor the progress of work and keep the Federal Government informed from time to time.

Before I invite Mr. President to lay the Foundation Stone, I wish to present to both the NNDC and the Kaduna Chamber of Commerce, Industry and Agriculture their Certificate of Occupancy over the lands being granted to them on this site. (presents certificate).

Mr. President, I now have the singular honour and privilege to invite you to lay the Foundation Stone of the permanent Kaduna International Trade Fair Complex.

Mr. President Sir.

SPEECH BY THE MILITARY GOVERNOR OF KADUNA STATE, COL. ABUBAKAR TANKO AYUBA, FSS, PSC, MNI, ON THE OCCASION OF KADUNA STATE DAY, AT THE 13TH KADUNA INTERNATIONAL TRADE FAIR ON TUESDAY 19TH FEBRUARY, 1991.

*The Chairman,
Participants,
Organizers of the 13th Kaduna International Trade Fair,
Distinguished Guests,
Ladies and Gentlemen.*

It is indeed my greatest pleasure to welcome you all and in effect to address you, on the occasion of Kaduna State Day, at the on-going 13th Kaduna International Trade Fair. The Kaduna International Trade Fair is undoubtedly the Country's most famous fair that covers all aspects of business and economic activities in Nigeria and one with the greatest number of participants both domestic and foreign.

This day offers you a rare and unique opportunity to see, know and appreciate more about Kaduna State. Furthermore, the atmosphere created by the fair will provide a most conducive forum for productive discussions and exchange of ideas and information with State organizers and participants on the economic potentials of Kaduna State. You will find on display a rare opportunity to appreciate our commercial and industrial potentials, as well as the promise of the tourist industry that abounds in the State.

Kaduna State is blessed with natural endowment of good weather, fertile land, adequate rain-fall, mineral resources, tourist attraction and modest infrastructural facilities especially in the State Capital and other major cities. Efforts already made in the provision of electricity supply, water and road networks to all nooks and crannies of the State, as a deliberate policy to open up the rural areas, with a view to reducing rural urban migration and in order to encourage the establishment of Small Scale Industries in the rural areas have already begun to yield fruits. My government will continue to pursue such efforts with all vigour for the general socio-economic progress of the State.

I am pleased to point out that a satisfactory progress has been made towards the establishment of industries in Local Governments by this regime, besides providing a congenial industrial and commercial climate in the State. So far the Ikara Food Processing Company's tomato industry, at Ikara town, has started rolling out its first product, the tomatoe paste. The Kachia Ginger Processing Company has reached an advanced stage in construction and all things being equal, by this time next year the factory will start rolling out ginger powder, ginger oil and oleroresin which must be good news to manufactuerers of pharmaceuticals, cosmetics and related products. A Stone Polishing Company will be established this year in Kafanchan, Jema'a Local Government to utilize the abundant precious stones being found in the area and other areas of the State. These stones have hitherto been mined mostly illegally and smuggled in their raw form outside the State.

The establishment of small scale industries by the private entrepreneurs continues to be accorded top priority consideration by the State Government.

To this end the State Government, through its agencies the Ministry of Commerce, Industry and Tourism, the Kaduna Investment and Finance Company with the cooperation of the National Directorate of Employment, is studying the managerial and technical problems confronting investors in this area with a view to finding reasonable solutions to them.

I would like to seize this opportunity to inform invited guests, industrialists, businessmen/women and foreign investors that lucrative business opportunities exist in Kaduna State. You will therefore be most welcome if you come up with plausible investment proposals to establish new industries. While visiting our Pavilion, you will be fully briefed on investment opportunities and market potentialities in the State. It would be realised that for the first time we are displaying the range of precious stones and other minerals actually mined in Kaduna State. This is in addition to our display of agricultural products from the three Zonal Agricultural Projects namely Maigana, Samaru Kataf and the newly created Birnin Gwari Zones.

Distinguished Ladies and Gentlemen, this year has been declared by the World Tourism Organization (WTO) as the Africa's Year of Tourism. In support of that declaration, work has reached an advanced stage at developing Matsirga Water Falls Holiday Resort and the Nok Museum to meet the standard expected by tourists both domestic and international. Work will also resume shortly at the Kamuku Games Reserve which hopefully will be in a state to accommodate tourists by the end of the year.

Finally, I wish to thank the organizers of the 13th Kaduna International Trade Fair for the cooperation extended to this administration and also thank all the invited Guests and participants to Kaduna State Day. It is now my pleasure to invite you to the Kaduna State Pavilion.

Thank you.

**ADDRESS BY THE MILITARY GOVERNOR OF KADUNA STATE
COL. A.T. AYUBA ON THE OCCASION OF THE FIRST NATIONAL
PRODUCTIVITY DAY CELEBRATION HELD AT DURBAR HOTEL,
KADUNA ON 21ST FEBRUARY, 1991**

On behalf of the entire people of Kaduna State, I welcome you all to the maiden celebration of the National Productivity Day which is being observed nationwide today.

The National Productivity Day (NPD) has its genesis in the Presidential declaration occasioned by the Launching of Operation Excellence in Service (OPES) organised by the Directorate for Social Mobilisation (MAMSER). If you will recall the President Commander-in-Chief of the Armed Forces, General Ibrahim Badamasi Babangida directed that 21st February of every year be set aside as a 'National Productivity Day'. Yearly we are to remind ourselves amongst the day's principal objectives of the need to:

- (1) Ensure a high level of Efficiency and Effectiveness Performance of Public Policies and Programmes.
- (2) Stimulate work values for high performance and efficiency.
- (3) Instill in the Public Service, ethics, of hard work, discipline, dedication, humility, patriotism and selfless service.
- (4) Encourage promptness, thoroughness, courtesy, reliability and responsibility.
- (5) Emphasise oneness and brotherhood of all Nigerians irrespective of cultural, religious and social inclinations.
- (6) Build and encourage the spirit of self-reliance.

To foster the spirit of healthy productivity for excellence among individuals and organisations that excel and distinguish themselves in their different choice of callings based on their productivity the Federal Government established an annual Presidential and State Awards for productivity and excellence as part of activities commemorating the day. Nominees yearly will be drawn from the different sectors of the Economy namely:—

- i) Agricultural Sector
- ii) Manufacturing Sector
- iii) Mineral Exploration and Extraction Sector
- iv) Construction Sector
- v) Services and Utilities Sector
- vi) Public Sector
- vii) Small and Cottage Industries.

I am however being reliably informed by the Central Planning Committee of this year's celebration that there will be no State recipients of such awards this year because of logistics reasons.

In our attempt as a nation to improve productivity levels in all sectors of the economy the National Productivity Centre was established by the Federal Government in 1987 to promote, develop and provide services aimed at utilising to the fullest, all available material and human resources to improve that nation's Gross Domestic Product and for the total advancement of our people in all

spheres of human endeavour and of uniting all Nigerians to the end that the welfare and well being of all our people can be assured.

I have been intimated that National Productivity Centre is not only equal to the task of bringing about positive changes in the productivity levels of all Nigerians but also have a number of productivity improvement strategies and schemes that are essentially relevant to:

- (i) Making short and long term resource planning of organisations easier.
- (ii) Enable objectives to be formulated and properly prioritised.
- (iii) Determine and ascertain the impact of input factors in the production process while positive and negative input contribution identified.
- (iv) Allow profits be properly planned for.
- (v) Enable units within an organization compete for excellence.
- (vi) Ascertaining and rewarding employees contributions to organisation.

I charge organisations and business concerns to avail themselves of this unique opportunities for the greatness of our beloved country Nigeria. Of equal charge is it to National Productivity Centre to braze itself to the challenges ahead as the annual commemoration of this day will impose on it the imperative stock taking such as would help us to appraise our achievements thus far, place national emphasis where it properly belongs, give us a clear sense of priority and direction and we would thereby avoid tendency to drift or being bogged down with unessentials.

The theme of this year's celebration which is "Productivity for Self-reliance and Excellence" could not have been more appropriate of our country. Today Nigeria like many other developing Nations in Africa are competing Beggar Nations. We vie with one another for favours from our former colonial masters and we deliberately fall over one another to invite foreigners to come to our different territories to preside over our economic fortunes.

As long as we permit ourselves to play this role with so much ostensible relish, so long will poverty, ignorance and disease prevail in our continent. We may continue to use the power and influence which sovereignty confer on us, as well as the tactics and manoeuvres which international diplomacy permit us to extract more and more alms from our benefactors in the name of foreign aid. But the inherent evil remains and unless a beggar resolutely shakes off and irrevocably turns his back on his begging habit, he will forever remain a beggar. For the more he begs the more he develops the beggar characteristics of lack of initiative, courage, drive and self reliance. It follows therefore, from all that a self sufficient and self reliant Nigeria is no compromise.

Right under our nose Europe under the auspices of ECC crystalises and integrated itself into one indivisible giant economy. While USA and Soviet Union are each a huge and closely nit economic entity. Between them they dictate or decisively influence the terms and directions of international trade at will and pleasure. They determine the state of international liquidity as well. They also dictate to us what we should produce and sell to them and at what prices and in return, they sell to us what they think is good for us on their own terms. In the face of all these economic integrations and dominance among the developed countries of the world, Nigeria cannot afford to continue to remain as small, impotent and defenceless economic unit that we were.

The Federal Military Government on its part embarked on number a of Structural Adjustment

Programmes such as backward integration and local sourcing of raw materials for manufacturing concerns, deregulation of many fiscal and monetary policies, privatisation and commercialisation of public owned companies and corporation including disinvestment of government equity in such companies to induce private sector participation. All these were aimed at stimulating economic growth. I am delighted to note that all these economic strategies have started yielding dividends.

Finally, I must congratulate the organisers of National Productivity Day in Kaduna State for a job well done. They have surmounted a number of obstacles and despite short notice has made the celebration commendable.

Freedom, equality, justice and dignity of our people no doubt impel on us today celebration. The economic independence, progress and self respect of our nation also demand it. And the welfare and happiness of our struggling and trusting people compulsively enjoin it upon those of us whose shoulders the mantle of leadership now rests.

I now declare the National Productivity Day Open.

Thank you.

**SPEECH BY THE MILITARY GOVERNOR OF KADUNA STATE
COLONEL ABUBAKAR TANKO AYUBA fss, psc, mni ON THE
OCCASION OF THE OFFICIAL CLOSING OF THE 13TH KADUNA
INTERNATIONAL TRADE FAIR, 23RD FEBRUARY, 1991**

*The President, Kaduna Chamber of Commerce,
Industry and Agriculture,
His Excellency the Military Governor of Lagos State,
Deputy Governor, Kaduna State,
Members of the Federal and State Executive Councils,
Members of the Diplomatic Corp,
My Lords Spiritual and Temporal,
Emirs and Chiefs,
Distinguished Ladies and Gentlemen.*

It is once again my pleasure and honour to be invited to address the closing session of the 13th Kaduna International Trade Fair.

Over the past one week we have had the opportunity of seeing the various technological innovations displayed by various Exhibitors at the 13th Kaduna International Trade Fair. Discussions have been held, exchange of ideas have taken place and in some cases business deals have been struck. That is what an International Trade Fair should be.

I wish to take this opportunity to congratulate the Exhibitors for their perseverance and for the way they have conducted themselves throughout the period of the Trade Fair. In particular I wish to congratulate those who have won various certificates of excellence at this fair. For those who have not won, I wish to assure you that you are not losers. Your failure to win was not a manifestation of poor performance but rather due to the fact that the general standard of the exhibitions has been very high. To you, therefore, I say, take heart, don't despair for the next turn might be yours.

To the Kaduna Chamber of Commerce, Industry and Agriculture, I wish to congratulate you for your ability to organize this exciting and hitch-free exhibition. This is a true indication that you have brought your twelve years experience into play. It is my hope that once you move to your permanent Trade Fair Complex, the few logistic problems experienced during the past fairs will be further reduced. Kaduna State very much appreciates your contribution in bringing development to this State through the Trade Fairs and your other activities and I assure you that the Kaduna State Government is ever ready to co-operate and assist you in reaching greater heights. We have met a number of times to discuss and sort out issues affecting the State with the Chamber and shall continue to do so.

To the visitors to the 13th Kaduna International Trade Fair, I am aware that accommodation was a problem as it has always been at this time. Efforts are being made by private hotel developers to tackle this problem and I am confident they will succeed in reducing it to the minimum. I also hope that during your stay here you have taken time to move around, see the State and enjoy the hospitality of the people of Kaduna State. I hope that in future trade fairs, expeditions and tours will be arranged

to enable visitors know the State even better.

Now to the Federal Government, I wish to put on record my profound gratitude to the President and Commander-in-Chief of the Armed Forces of Nigeria for finding time to personally attend this fair. I am pleased to announce to you that Mr. President made an instant donation of twenty-five million Naira to me during his visit to see to the immediate resumption of work at the permanent Trade Fair Complex. To Mr. President, I wish to express the deep appreciation and gratitude of the Kaduna Chamber of Commerce, Industry and Agriculture and the entire people of Kaduna State to you. I also wish to take this opportunity to thank Mr. President for the sympathetic way he listened to the request of the Kaduna State Government that the Federal Government should consider handing over the management of the Murtala Mohammed Square Complex to the State. If this is done the Kaduna State Government will be opportuned to uplift the standard of the Sqaure with a view to making it enviable especially as it is situated in the centre of the town.

Distinguished ladies and gentlemen, the 13th Kaduna International Trade Fair has come and gone. However the real fruits of the Fair are yet to be fully reaped. This will be in the form of orders placed, industries set up in various States of the Federation and the willingness of all of you to come again to the 14th Kaduna International Trade Fair. I most especially wish to thank the foreign participants for the confidence reposed in this Country and in the Kaduna International Trade Fair as a result of which they attended this Trade Fair in spite of the global situation. I am glad they have come, seen and felt what our people are and can do. We wish them a safe journey back to their various countries.

Finally Ladies and Gentlemen, it is my pleasure to declare the 13th Kaduna International Trade Fair closed and to wish you all journey mercies to your various destinations.

**SPEECH BY THE MILITARY GOVERNOR OF KADUNA STATE,
COL. ABUBAKAR TANKO AYUBA, AT THE OFFICIAL OPENING
OF A TWO-DAY SEMINAR FOR CHIEF EXECUTIVES/ACCOUNTING
OFFICERS IN THE KADUNA STATE PUBLIC SERVICE HELD AT THE
BANQUET HALL, PRESIDENTIAL LODGE, KADUNA ON MONDAY,
4TH MARCH, 1991**

I am pleased to be here this morning to declare open this Seminar which has been arranged for Commissioners, Head of Extra-Ministerial Departments, Directors-General, Chief Registrars of the High Court of Justice and Sharia Court of Appeal, and Chief Executives of Parastatals in Kaduna State. The objective of the Seminar is to create a forum where top functionaries of Government of Kaduna State can meet to exchange ideas and share knowledge and experiences. This arrangement has become necessary to enable key operators of the system to be fully briefed sensitized and equipped for the successful implementation of the various programmes and projects this administration has earmarked for execution this year. This two-day seminar should be a period of intensive training on the roles and responsibilities of Chief Executives and Accounting Officers under the New Civil Service Reforms which were introduced about two years ago. The process of implementation of the reforms has brought dramatic changes in the operational system and has introduced new and complex roles, practices and procedures for top officers. It is therefore necessary for these dimensions to be extensively discussed and fully appreciated, if the ideals and aspirations of the Reforms are to be achieved.

The timing of this seminar is appropriate because it coincides with two major national events which have underscored and emphasized the fundamental objectives of this seminar, namely: *Accountability* and *Productivity*. You will recall that only last week, Mr. President, Commander-in-Chief of the Armed Forces of Nigeria, General Ibrahim Badamasi Babangida declared open a three-day National Workshop in Abuja on Accountability in the Public Service. At the workshop the President observed that accountability, as a concept, is relevant and crucial to the present Administration and declared that: "We are determined to leave behind a culture of accountability as a legacy for the coming civilian administration and this we will pursue with vigour". It was in pursuance of the same purpose that I directed that this seminar be arranged in order to impress on Accounting Officers the heavy responsibility that has been placed on them under the new dispensation.

Since you are now aware that the period of accountability does not end with your tenure of office and that you may be recalled anytime after leaving office to account for your actions and stewardship during your tenure, and be made liable, if circumstances so demand, there is every need for you to fully understand your roles and ensure that you discharge your duties diligently and with the highest sense of probity. In your exalted positions, you must always bear in mind that a public office is a public trust and that to whom much is given, much is expected.

Let me announce that we shall soon reconstitute the Kaduna State Public Accounts Committee which has responsibility to examine the financial activities of all agencies of Government in the State. This committee will have wide powers to ensure that public funds voted are properly and judiciously

utilized and those who are found to have defrauded the Government or defaulted in anyway are brought to book.

On Productivity, you may recall that while launching the MAMSER — organized “Operation Excellence in Service” on the 21st February, 1990, President Ibrahim Babangida declared February 21st of each year as a National Productivity Day. This day was observed nationwide last week. One fundamental question that has been raised by participants in the Productivity Day activities is “What does Government get in return for the large work-force it employs?” It is common knowledge that Government is the largest employer of labour in Nigeria and bears huge financial burden to maintain this ever-increasing and costly labour force. What is doubtful is whether the Government is getting full value for the money it is spending as labour costs in terms of efficient and effective production. It is in an attempt to provide some solution to this age-old problem of productivity in the Civil Service that the current reforms were introduced. The civil service today is gradually undergoing a revolution as the Reforms have introduced noble ideas and practices which aim at achieving concrete results through target-setting and performance evaluation. At this seminar, it is expected that you will critically study and analyse the provisions of the reforms with a view to identifying efficient and effective ways of implementing Government Programmes in the State. In the 1991 Budget, Government has made generous provisions for training and manpower development programmes. This should be seen as a means of assisting in developing a well-equipped and professionally-competent workforce that can satisfactorily implement government policy objectives.

One critical area that has suffered unjustified relegation in this State is that of revenue generation, collection and accounting. Over the years, emphasis has been placed on how much each agency will attract for its services without a corresponding concern for the source from which such resources can be generated. As I have always said, Kaduna State is well endowed with material and human resources and if these resources are fully tapped and efficiently utilized, the State will become a model for others to admire and emulate. I am determined to ensure that the rich resources of Kaduna State are properly exploited and utilized for the improvement of quality of life and social services. I therefore charge you to accord the area of revenue generation greater attention in your deliberations. Not only must existing and traditional sources of revenue be exploited, but thought should be given continuously to the need to expand the revenue base generally.

Finally, I must emphasize the need for you to address the themes that have been chosen for discussion at this seminar seriously. It is important for you as top functionaries of the Government of Kaduna State, to fully understand the provisions of the Civil Service Reforms, the Public Finance (Control and Management) Act, the Financial and Stores Regulations, the Scheme of Service, the Civil Service Rules and all other rules and regulation that regulate operations in the service. You must also be amenable to innovative ideas that go to increase productivity and hasten the pace of socio-economic development. New management styles, techniques and practices should be introduced, where practicable, in order to create an efficient and result-oriented Civil Service in the State. I wish you all happy and fruitful deliberations. Thank you, and good morning.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE,
COL. ABUBAKAR TANKO AYUBA AT THE FOUNDATION STONE-
LAYING CEREMONY OF THE KADUNA-ABUJA DUAL CARRIAGE-
WAY ON WEDNESDAY, 6TH MARCH, 1991**

Earlier in the day, we witnessed the historic commissioning of the Kaduna-Kano Dual Carriage by Mr. President and Commander-in-Chief of the Armed Forces. That ceremony, which is the realization of a long and patient wait by the people of Kaduna and Kano States, seals a most significant development in our commercial, industrial and social lives. And now we are on the threshold of initiating another development which in its overall potential impact, will doubtlessly equal that which we have just witnessed.

The people and Government of Kaduna State are overwhelmed by these two developments. I had said earlier on that we have quietly borne our responsibilities of being the second largest host of the Federal Government, and I said we had done this with pride and the highest sense of patriotism. Now that burden is made significantly lighter by the concerted effort of Mr. President and the Federal Government to ensure the even spread of the nation's resources.

History will record that no other administration had made the deliberate and rational distribution of the resources of our nation more a cardinal principle than the present administration. No administration has succeeded more than this one in making every part, every section, every community of our nation feel that it belongs.

History also shows that economic integration is the foundation of political integration. A people that are economically inter-dependent that share their resources fairly and equitably have a short route towards organic political unity. An effective communication system, no doubt, is at the heart of both economic and political integration and a nation adequately linked within is a nation made one.

We in Kaduna State see this ceremony in two ways. First, it is a continuation of the Federal Government's objective of locating resources where they are most needed, and we see no project more deserving under the present circumstances than this one. Second, it is a reminder that the timetable for the movement of the nation's capital to Abuja is well on course. It is only logical that this capital city, which is fast becoming quite possibly the best capital city in this part of the world, should be well fed by a road network befitting its stature.

Mr. President, our Distinguished Guests, let me say that Kaduna State is proud of its association with the development of Abuja. We are of this dream, and we have, over the last few years, contributed quietly in seeing that it becomes a reality. We are ready for the challenges which this reality will pose. Even now, we welcome those who on their journey to Abuja want to make Kaduna a stopping point. We welcome investors who will capitalize on our excellent economic infrastructure and proximity to Abuja to invest here. We welcome investors who may otherwise feel discouraged by the present, and do doubt temporary shortage of accommodation in Abuja to locate here. We welcome the opportunity to link our destiny with this sparkingly — new enterprise of our nation, and this road, more than any other avenue, will make that linkage possible. We shall continue to pray that our capital city of Kaduna will be linked in like manner to the important cities of Kontagora and Jos.

On behalf of the people and Government of Kaduna State, I extend to Mr. President and Commander-in-Chief of the Armed Forces our warmest appreciation of his presence among us today. I pray to God to grant us the lives to see the commissioning of this road by Mr. President in person. Thank you, and Good Morning.

**ADDRESS OF THE MILITARY GOVERNOR COLONEL ABUBAKAR
TANKO AYUBA AT THE COMMISSIONING OF THE KADUNA-KANO
DUAL CARRIAGEWAY ON THURSDAY, 6TH MARCH, 1991**

In the space of less than one month we are again privileged to welcome amongst us our respected Mr. President, and Commander-in-Chief of the Armed Forces. The last time Mr. President visited us, he laid the foundation stone of the permanent site for the Kaduna International Trade Fair, as well as making a donation of N25 million. Those gestures of extreme goodwill, I have been mandated to say by the people of Kaduna State, have been registered in the depth of our hearts, and will, together with this commissioning, remain forever fresh among the most important developments in this State in recent years.

Today, too, we witness the unfolding of an important chapter in the history of the federal presence in our State. Until recently, a large section of our population in the State had felt that this State gave to the nation more than the nation appreciated. We say this with all humility, and as patriots. But we say it as well, as the State which outside Lagos, hosts the Federal presence more than any other State in the Federation. For the avoidance of doubt, let me say clearly that we do this with our open heart, and with pride. The commissioning of this project underscores the feeling of our people as being presently in the mainstream of the nation's concerns.

Mr. President, this road you are commissioning today cannot have its worth valued only in monetary terms. It is a symbolic reunion of three great cities in this part of the nation, each of which occupies a unique place of its own. The two ancient cities of Kano and Zaria known as great centres of commerce, administration and learning, as well as our strategic capital city of Kaduna now form a smooth part of an integral road network which will have a profound influence on commerce, industry and politics. Obviously, as Mr. President knows, we did have a road earlier, but the sheer weight of demand for its services, resulting in over-congestion, rapid deterioration and an accident rate possibly second to none in the world, made any trip on it almost suicidal. We welcome this dual carriage way therefore for many reasons; for the increased safety of lives and goods, for the reduction in travelling time, for the improved opportunities for commerce and industry, and above all, for the establishment of one more link in the organic unity of our people.

Our State is now the fulcrum of the nation's communication system. We dearly look forward to the days when dual carriageways will be built to link Kaduna with Kontagora, and Kaduna with Jos. Mr. President, these are also some of the most important roads, and we humbly request the Federal Government to place them on its agenda as priorities.

Let me appeal to our Citizens to reciprocate this gesture of the Federal Government. Roads, like other amenities, can be abused, and its life span depends on the willingness of its users to appreciate its value.

Let me once again, on behalf of the people of Kaduna and Kano States, register our sincere appreciation to Mr. President for making this historic day a reality. We pray to God to bless our nation with peace and abundance. Thank you, and good morning.

**SPEECH BY THE MILITARY GOVERNOR OF KADUNA STATE
COLONEL ABUBAKAR TANKO AYUBA ON THE OCCASION OF
FIRST JOINT GRADUATION OF THE TRAINING INSTITUTIONS
OF THE MINISTRY OF HEALTH ON SATURDAY, 9TH MARCH,
1991 AT COLLEGE OF NURSING, KAFANCHAN**

I am pleased to be here today to witness the first ever Joint Graduation Ceremony of the training institutions of the Ministry of Health. I wish to commend the Ministry of Health for initiating this Joint Graduation for its 1983, 1989 and 1990 graduands

I have been informed of the highly satisfactory examination results achieved by the schools in 1990. I wish to congratulate both the staff and graduands for this encouraging achievement. I urge you to put in more effort in the present year and those ahead for a better examination results.

Healthcare delivery to the populace is of prime importance to the government in ensuring its social responsibility to the generality of our people. It is the wish of the State Government to therefore fully equip Health Institutions and Health Training Institutions for the purpose of training the much needed Health Care Personnel for the state and nation in general. We are planning to ensure that during this year, each of the six newly-created Local Government Areas in the State will have a General Hospital.

Equally important in the Government's agenda is the equipping of existing ones especially those used for training and the provision of well-experienced staff to man such places. Recently, the State Government gave out buses to the School for Health Technology Kaduna, Saint Louis Hospital, Zonkwa and the College of Nursing Kafanchan for the comfort of both staff and students. Similarly, many hospitals have now been provided with ambulances all in an effort to improve the standard of health care in our hospitals. Adequate provision in the current year's budget has also been made to properly equip and stock the hospitals with the equipments and drugs respectively. All these efforts on the part of the Government will not be of any benefit to the populace unless both staff and students on practical attachment are dedicated and willing to use them in the discharge of their duties and in the interest of the patients.

To the graduands, I wish to congratulate you once more on your achievements. Graduating from an Institution is just the beginning of learning. You are leaving the institutions environment to the outside world to serve your State and the nation in the area of health care. I implore you to be good ambassadors of the various institutions because mere academic learning without good behaviour will not be beneficial to the society. The Government has invested a lot in your training. I therefore urge you not to let your institutions down.

I wish to commend staff and students of the various training institutions on the peaceful manner the schools are run and the cordial ways that certain problems and grievances are settled. I wish all graduands every success in life in your chosen fields. To the students currently in the institutions, you should take a cue from the graduands and excell both in learning and in character, so that the society can benefit from your knowledge. To those of you that received prizes, I congratulate you and hope you will keep up with the good works in your public life.

Finally, I wish to thank the Honourable Minister for Health, Professor Olikoye Ransome-Kuti for finding time to be with us during this occasion.

Thank you all and God Bless.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE COL. A.T. AYUBA
DURING AUDIENCE WITH MEMBERS OF THE STATE COUNCIL OF CHIEFS AND CHAIRMEN OF
LOCAL GOVERNMENT COUNCILS AT THE COUNCIL CHAMBER, GOVERNMENT HOUSE,
KADUNA ON MONDAY, 11TH MARCH, 1991.**

I requested for this audience with you in order to involve you, and through you, to involve our fellow citizens in appreciating the importance of the Trial Census which is to commence in this and other States tomorrow, the 12th of March, 1991 and end on the 14th of March. You would have heard through various media long before now of this all-important event, and in the last few weeks both the National Population Commission in the State and the State Government have put just about every requirement in place to ensure the success of the Trial Census. These arrangements will not be complete without your active involvement in mobilizing our people and educating them on their various roles, and in the overall implication of the success of the National Census.

Chairmen of Local Government Councils in particular, who Chair the Census Publicity Committee at Local Government levels, have a particularly important role to play because of all the requirements for the success of this exercise, none is more important than an effective publicity machinery that is capable of shifting the facts from the myth surrounding population census in this country. Our esteemed traditional rulers also have a critical role to play in mobilizing our people, and disabusing their minds with regards to fears and apprehensions regarding Census.

If, however, you are going to play these roles effectively, you need, yourselves, to understand the basic issues at stake. Of all the factors which need to be appreciated, is the fact that the single most important reason why past census exercises have failed to receive national acceptance, namely, their strong linkage to revenue allocation and political representation, is now almost inconsequential. So many other, and more equitable, criteria for revenue allocation have now been introduced that size of population alone counts for very little in relative weight. Our people now need to know in clear terms that they are not being counted for revenue-allocation purposes, but more on how that revenue can be more usefully planned and used in their interests.

Secondly, our people need to understand that without a reliable population data, whatever wealth a nation possess cannot be fairly or realistically shared among its Citizens. It is like the head of a household who knows how much food he has earned for the family for the day, but does not know how large the family is. Is the food enough, too little or too much for the family's meal? How many adults and children are there? Would everyone have eaten, or is there already starvation? Do some members of the family have greater need for the food than others? Is it the proper food for all the family? Should all the food be placed at the table at once? How much of it should be saved? These are basic questions which all heads of families, all breadwinners have to ask daily, and it is no different from the questions which national planners and decision-makers ask. Without answers to these questions, we cannot plan, nor can we know if what we are earning is commensurate with our needs.

Thirdly, it is important that our people understand that this exercise involves the actual, physical counting of members of households. There is the absolute need therefore to stay indoors between 12th and 14th of March, or, where that cannot be helped, to stay during the hours when enumeration officers say they will come back. No one who is not physically present will be counted, and we do not anticipate a situation where enumeration officers will be threatened or intimidated because they refuse to register absent members of households.

Fourthly, there is neither need nor opportunity to give false responses to questions. What is required is basic statistics: names, age, numbers in household etc. The information has no political or financial value, and will therefore not implicate anyone in anyway.

I am satisfied with the meticulous manner in which the National Population Commission had done its work prior to this Trial Census. I am confident that our Citizens will give them all the co-operation they need, especially in restricting unnecessary movement during the period. Nonetheless, we expect you to use your good offices to ensure total understanding and compliance by our people.

For the avoidance of doubt, let me state that on the first day, that is the 12th of March, there is general restriction of movement of all persons. This means all Citizens are to stay at home until counted. On the 13th and 14th, there is partial restriction, that is, those counted can go to work or their businesses. All counted premises will be identified, so people will know whether they are free to move or not. Thank you, and good morning.

**STATE-WIDE BROADCAST BY THE MILITARY GOVERNOR OF KADUNA STATE
COL. A.T. AYUBA ON THE EVE OF THE TRIAL CENSUS ON MONDAY, 11TH
MARCH 1991.**

Fellow Citizens of Kaduna State,

I decided to address you today, on the eve of the all-important Trial Census which is to commence tomorrow, the 12th of March, 1991 and end on the 14th of March, 1991 in this State and all over the country.

You could have heard, in the past few weeks, of various publicity organs and personalities on what the Trial Census entails, and what your respective obligations towards the success of this exercise are. It is my belief that the enlightened and patriotic citizens of this State are ready and eager to submit themselves to the questions which they will be required to answer. Nonetheless, I feel it is necessary to highlight some issues and areas that require greater emphasis or clarification. I hope that all well-meaning citizens will convey, with the necessary goodwill, to other citizens, these points so that by the beginning of the day tomorrow, the entire citizens would have no doubt in their minds as to what is expected of them.

The first issue we should raise is the fact that unlike other Censuses of the past, this Trial Census, and the main National Census which will take place towards the end of the year, will have very little to do with revenue allocation or political representation. This has been the result of the past experiences which showed that Census, which is purely meant to be a comprehensive demographic survey of our population trend for planning and revenue allocation purposes, tended to be overly-politicized because of the strong association between raw numbers and allocation of resources. For the first time in our history, this Census will not be linked with revenue-sharing both because the place of population in revenue-sharing formulae is now much lesser in influence as well as the introduction of other more equitable factors for revenue-sharing and political representation into the nation's body politic. It is very necessary that our people understand this, and understand as well that the exercise is no less important now that it is not directly and substantially linked with revenue allocation.

The second point that needs emphasis is that this Census is a *de facto* Census, meaning that only people who are physically present will be counted. This simply means that people who are unavailable to be counted even after many repeated visits by enumeration officers cannot be counted in their absence. It is therefore absolutely necessary that everyone stays in his or her residence until counted, or until satisfied that his or her locality is not to be counted. Areas designated for enumeration will be identified so that residents are aware that they need to wait to be counted. In any case, as I shall enumerate later, all Citizens are restricted to their residences between 6.00 a.m. to 6.00 p.m. on Tuesday, 12th of March 1991.

Thirdly, there is neither need nor opportunity to falsify responses or records. The National Population Commission has already completed a tremendous amount of work towards verifying the true demographic picture of this country. This stage of the exercise, even though limited to some areas as a national sample is all the more important, because it is the human input, that is your own

input, fellow citizens, that will determine the overall success of this exercise. Let us respond patiently, openly and sincerely to the questions which we shall be asked. Let us extend our traditional natural warmth and hospitality to the enumerators who have been trained to work amongst us. Some of them may be strange to the areas they are posted to work in, so we need to show some patience and understanding. In some areas, female enumerators will be involved, to respect the sensitivities of some of our people.

Fourthly, fellow Citizens, it is imperative that we appreciate the need to accept some restriction in the interest of the success of the exercise. Let me therefore appeal to you all to exercise some patience and patriotism with regards to the restrictions as follows:-

- i) There will be total restriction of movement of all persons from 6.00 a.m. to 6.00 p.m. on Tuesday, the 12th of March, that is tomorrow. This means that only essential services such as Ambulances, Fire service, Police and Military personnel and of course Census officials are allowed to leave their residences. This also means that all public places are closed, such as schools except those with boarding facilities, markets, banks, commercial houses, parks, hospitals except for emergencies etc. On this first day, we hope that the majority of our sampled population would have been enumerated.
- ii) On Wednesday, 13th and Thursday 14th of March, 1991, there will be partial restriction of movement. The category of people who are free to move are either those who have been counted, or those whose homesteads are not marked for enumeration during this trial census. All others whose domiciles are marked for enumeration, and who are awaiting to be so enumerated, are advised to stay at home until counted.
- iii) Where an enumerator calls at a designated household and finds a member or some members absent, the enumerator will leave behind a call-back card which will give the time he or she intends to call back. I want to appeal to our citizens to be responsive to these cards, so that as usual, Kaduna State will register a perfect success on yet another critical element under the Transition to Civil Rule Programme.

Finally, let me assure those who may be tempted to travel to their states, districts or villages of origin or normal residence that their interests are well taken care of. This is because both the area of normal residence of respondents as well as the point of enumeration will be recorded. Thus the fear that people may be counted in places other than those they themselves may wish is no more relevant.

Fellow Citizens of Kaduna State, we are braced to confront with our usual total commitment, an exercise of monumental national significance. The largest sacrifice we shall make is to stay indoors tomorrow and for some of us, the day after. This is not asking too much, and I have no doubt that we shall rise to the occasion. Let us put on our best behaviour to all officials, and register a resounding success in the next three days. I pray that God will give us the resolve to remain steadfast. Thank you, and may God bless us with peace and prosperity.

ADDRESS BY THE MILITARY GOVERNOR OF KADUNA STATE COL. ABUBAKAR TANKO AYUBA ON THE OCCASION OF THE FEDERATION ACCOUNT ALLOCATION COMMITTEE MEETING TAKING PLACE IN KADUNA ON TUESDAY 12TH MARCH, 1991

I am highly honoured and privileged to address you at this opening session of the Federation Account Allocation Committee Meeting now taking place in Kaduna. This is the 2nd time that this august Committee is meeting here since the creation of the new Kaduna State. I therefore sincerely welcome you all and hope that your deliberations will be fruitful and more will come into the coffers of Governments. The decision to rotate the Federation Account Allocation Committee Meeting among the State is wise and highly commendable as a means of affording your members the opportunity of becoming more intimately familiar with the peculiarities of the different parts of our great Federation, and of emphasizing the need for a spirit of one-ness in addressing various issues affecting the States of the Federation.

The Federation Account Allocation Committee meets regularly every month to analyse the public sector cash-flow positions, identify priorities and constraints, and agree on the share of the common-pool revenue that would go to each State of the Federation. The issue of review of the existing Revenue Allocation Formula needs to be mentioned in view of the demand for its amendment as some of the factors being used are out-of-date. I am however happy to note that the Federal government has already indicated its intention to review the existing formula and we should therefore allow the issue to take its normal course. One other important issue worthy of mention at this meeting is the issue of Federal and States fiscal relationship particularly where States are required to implement Federal measures without Cash Backing. The issue of payment of minimum wage and increased allowances is fresh in our minds and I sincerely hope that arrangement will be made to ease the burden of states.

I also feel that I must appeal to this august committee to look critically into other ways and means of getting more revenue into the coffers of the States Governments and the modalities for ensuring that such monies are received on time as this will help in no small measure. This Committee should come up with workable proposals for revitalizing our former sources of revenue before oil was discovered such as cotton, coal, groundnut, hides and skins, tin, cocoa, rubber etc. It may interest you to note that this State has been making some modest efforts in this direction in the areas of cotton, rice and ginger production and we will redouble our efforts to ensure that the production of these three agricultural commodities of the State recapture their economic pre-eminence. It is my firm believe that if all concerned would take this challenge of the need for self sufficiency and work hard accordingly, success will be ours. I cannot dwell at length on revenue generation without mentioning the need for expenditure control. The need for all States of the Federation to ensure optimum utilisation of their scarce resources cannot be over-emphasized. Ample contingency provision for unforeseen problems such as drought, pest control, flood and other natural disasters should be made so that necessary initial relief can be provided before federal assistance.

Honourable Minister of Finance and Economic Development and other distinguished Ladies and Gentlemen, I once again welcome you to Kaduna State and I hope that your stay in the capital will be memorable. A number of programmes have been lined up for you and I believe that by the time you leave the State, you would have learnt alot about us and our problems. I congratulate you once again on your wise decision to rotate the venues for your monthly meetings and your desire to know more of each state and it is my sincere hope that you will find time to interact with our people during your short stay with a view to making friends and promoting inter-state relations.

I wish you all lively deliberations in Kaduna and safe journey back to your respective states. Thank you, God bless.

**SPEECH OF THE MILITARY GOVERNOR COLONEL ABUBAKAR TANKO
AYUBA AT THE 'HAWAN DAUSHE' CEREMONY AT ZARIA, ON
TUESDAY, 16TH MARCH, 1991**

Within the space of two days, I am again in your midst to share with you the joy of this occasion, to behold this ancient annual spectacle and to say a few words on the values which, it has now become our ardent hope, will find your attention and serious consideration. I have felt the need to re-visit this ancient city of Zazzau and even make this unusual request to speak directly with the people, and I want to thank his Royal Highness, the Emir of Zazzau for granting my request. Let me therefore once again wish you many happy returns of this occasion, and pray to Allah to bless our nation with peace and abundance.

I want to start this address by paying tribute to the sterling qualities of leadership which His Royal Highness, Alhaji (Dr.) Shehu Idris, the Emir of Zazzau possesses. Since my arrival to this State to assume the mantle of governance, I have never failed to notice the genuine concern and interest of His Royal Highness in the rapid progress, peace and stability of his emirate and its people. I have no doubt in my mind that the people of Zazzau have, as their emir, one of the most patriotic, concerned, hardworking and enlightened leaders anywhere in this country. I know that there are no doors which His Royal Highness has not knocked many times on behalf of his people, and together, we have established an excellent rapport centred around our mutual concern for the rapid progress of this great State of ours. Let me publicly acknowledge therefore our deep gratitude to His Royal Highness, and pray to God to give him the long life, energy and enterprise to continue to lead our people, Ameen.

Most of us are by now aware of some of our plans and programmes, some of which are already being implemented for Zaria Township. Principal among these are the rehabilitation of the old water works for Zaria, which is tragically long over due, as well as the rehabilitation of major roads within the township. Indeed, no sooner had we settled down than did we realize that there is a great battle to be fought if the cumulative problems of Zaria are to be tackled. We had thought that the radical improvement in the water supply system and a rehabilitation of roads, including the dualization of the major road and building of a bypass should be accorded priority. I am happy to state here that God willing all these will be in place within the life-span of this administration.

But the problems of Zaria Township go beyond these albeit important areas, and indeed these form the main motive for this address. You may have heard me say in previous occasions that its glorious past is just about all that Kaduna State has to boast of. It gives us no pride to say this, for by all logical conclusions, we should continue to be a model to be emulated. Alas, we are not. We are the mother whose children have all grown up and developed. That is good. But parents age, and continue to lead offspring. They do not lose their sense of direction and energy because they have offsprings who are also developing. This, unfortunately, is what seems to have happened to us in Kaduna State. Instead of remaining a shining example, we have now become a historical reference, a relic that appears to have lost its steam. We are in danger of resigning ourselves to a fate ill-deserved by us and our State, while others have forged ahead.

What we have observed for Kaduna State can be multiplied for truism many times over in the case

of Zaria township. It is not my intention to castigate any groups or individuals but I often wonder if the indigenes of Zaria do not feel a pang of guilt when they conduct friends and associates who have only heard about this city, around it. For this appears a city frozen in time and space, as if it is permanently consigned to rot. Ironically this is also a city very well placed to claim a pride of place among the building blocs of modern Nigeria. Zaria's greatness does not lie in the past alone. There are thousands of Nigerians like myself to who Zaria was a foundation, a training and nurturing ground which we remember with fondness akin to a mother. There are thousands of citizens of this country whose lives were shaped in Zaria, and who no doubt will wish to see it develop and grow. But why has it not?

I shall not be the first nor the last to say that this great city has suffered great neglect from its own sons and daughters. I know that we are fond of blaming its backwardness to some parochial struggles in the recent past, but such explanations can only serve to give us false comfort and a perpetuation of the status quo. We live in, and depart from Zaria as if we do not need to put back anything in place. We treat our city just like the many, many no-Zaria citizens who train or study here feel about it. In short, Zaria township today should make every citizen of this city share the guilt of its backwardness, as well as bring out from within us some new resolve to turn it around.

Let me offer a humble suggestion. The people of this great city desperately need a rallying-point to energize, mobilize and tap every resource at its disposal, and create new ones where such do not exist. I have seen the value of such rallying-points in other parts of this State. some of them centred around cultural activities that involve everyman, woman and child. I have seen the zeal and commitments with which every member of such communities from the greatest to the most humble, tackles whatever responsibility he or she is assigned. I know the value achieved out of the serious discussions on the life of the community which such gatherings generate, and I know that without such rallying-point, these communities will be a lot worse-off.

I do not need to remind you, as citizens of Zazzau Emirate that the greatest rallying-point you possess is in the person and office of His Royal Highness, the Emir of Zazzau. I know that I speak for him as well. What is desperately needed in order to supplement our efforts, is for a genuine, practical and popular Plan of Action for Zaria Town, drawn-up by the citizens of this city. You all know that if we lack anything, it is not the brains or the experience to do this. It is the will, and I want to go on record as publicly challenging the people of Zaria to come up with such a plan by September, 1991. These may or may not include the number of projects which we have already started, but it should be comprehensive enough to raise the level of Zaria township to rank among the best by 1994. I want to challenge the people of Zaria to jettison any Karkara-Birni, Birni-Waje Dichotomy and re-discover those qualities and values which made this city great in the past.

Let me use this occasion to acknowledge as well the many contributions which various development associations have made towards the improvement in the standards of living of our people. In many instances, we have found them very useful modes of articulation of communities' aspirations and mobilization of energy. While saying this however, we do need to caution those other development associations which violate their terms of registration to conform with the existing laws. Politics is now conducted openly by political parties and politicians, and it is best that it is left to them.

Development Associations who see their roles principally in political terms are bound to attract negative reaction from Government, and are quite likely to do more harm to their communities' aspirations than good.

Your Royal Highness, Distinguished Citizens of Zazzau Emirate, I have said on a number of occasions that Kaduna State could be restored its lost glory, and indeed this is a task which we have set for ourselves. But one year, with all our goodwill and resources, is too little to do this. The most we can do is to initiate such a task by attacking areas of particular problem. The other components must come from the people, and that is what we are appealing for. I have no doubt in my mind that my challenge today will not go unnoticed. I pray to a situation soon where Zaria indigenes support each other, unite with one another, invest among their own people, and devise a means or mechanism where our abundant human resources can be tapped for ourselves, our city and our State. I pray to Allah to bless our state and nation with peace and prosperity. Thank you, and good evening.

**ADDRESS OF THE MILITARY GOVERNOR COLONEL ABUBAKAR
TANKO AYUBA AT THE 1991 TUK HAM FESTIVAL, KURMINMUSA,
KACHIA LOCAL GOVERNMENT ON SATURDAY, 30TH MARCH, 1991**

It is with a great sense of responsibility that I address you on the occasion of another Tuk Ham Festival, a festival which has long established a tradition for being among the most well-organized, well-attended and well-respected in this State. No doubt the sons and daughters of this Chieftdom have every cause to draw inspiration and pride from the consistent high standards of organization which goes into the Annual TUK HAM Festival. I pray to God to bless this gathering, and make this yet another peaceful and successful festival.

When we met on this same occasion last year, little did we know that the year ahead was going to be full of events. We had a good harvest this year, and we are grateful to God for that. We have enjoyed relative peace and prosperity, and again we are grateful to God as well as our leaders of opinion who have lived a life of tolerance by example. The new administration in the State had finally announced the long-awaited administrative restructuring report creating additional districts, in order to bring the instruments of mobilization into contact with people. That all important exercise, which, I should hasten to add is in the concluding stages, and I want to appeal to the people of this Chieftdom especially to show patience and understanding. Government is well aware of the sensitivity of exercises such as these, and the intense public interests around them. But I want to be well understood here: Government is primarily concerned with issues, and not persons, and I would like to appeal to those mischief-makers who predicate our policy of Government or another on certain individuals to desist from so doing. And I want it well understood as well that the pace of the decision-making machinery is influenced mainly by due considerations to the public good, law and order, and cannot be hijacked or harassed by narrower interests.

We also witnessed, since last year when we met, the creation of two Ministries of Rural and Community Development, and Water Resources. These new ministries were created principally to redress certain gaping inadequacies in our rural development strategies. You would by now have heard that nearly one-third of the entire budget of Kaduna State this year is being devoted to the services of these ministries alone. Among the many projects which they will undertake in these parts of the State is the comprehensive development of the Matsirga Water Falls into a veritable water supply scheme that will service at least three Local Government Areas.

Another major development is the announced intention of the State Government to distribute fertilizer only through Farmers' Co-operatives. By now all persons in positions to do would have been busy advising you to form or join co-operatives, and I can tell you that Government is busy compiling the Register of Co-operatives. I hope that the hard working and enterprising people of this Chieftdom would not be found behind.

Your Royal Highness, Distinguished Ladies and Gentlemen, let me once again commend the excellent organization which has characterized your Annual Festival. I pray that God will reward the efforts of all those who have contributed to this Day. Thank you, and God bless.

**ADDRESS OF THE MILITARY GOVERNOR COL. A.T. AYUBA AT THE
PRESENTATION OF THE COMMITTEE ON DEMARCATION OF THE NEW
DISTRICT BOUNDARIES AT GOVERNMENT HOUSE, KADUNA, 4TH APRIL, 1991**

Let me begin by thanking His Royal Highness the Chief of Moro'a and the Chairman of this Committee for the characteristic total commitment to this assignment, and in giving this Committee the benefit of his vast experience and knowledge. I have been informed that His Royal Highness's zeal to conclude this assignment was singularly responsible for its success, and I would also like to extend our appreciation to other members of the committee as well as the Secretariat, I assure you that this report will receive the attention it deserves.

With the conclusion of the exercise of additional district creation, an exercise which had aroused intense public interest, the need became imperative to ensure that no loose ends are left untied. One of such potential loose ends is a situation in which localities and communities are left in doubt as to their exact geo-administrative status. With so many districts being created at the same time, it was necessary that we design a comprehensive picture of both the old and the new districts such that border disputes, local pockets of communal tensions etc. are not allowed to capitalize on an otherwise beneficial social engineering exercise. We therefore gave this Committee the following terms of reference:

1. To work out a comprehensive outline of constituent villages, wards and settlements of the new districts.
2. To provide a graphic outline of the boundaries of the new districts.
3. To advise on any issue or problems that may be relevant to the early implementation of the decision on new districts.

As you are well aware, the Local Government Service Commission had since approved the appointment of District Head in most of the new districts, and the District Heads have already been installed. I want to place it on record that the State Government had scrupulously stuck to the regulations governing the appointment of District Heads, and had offered advise only where it is either sought, or where information relating to the security of the State is sufficient to counsel caution. I am aware that vigorous efforts are being made to find acceptable solutions to some pockets of disagreement, and I want to assure our fellow citizens that all shades of opinion, especially those of our respected traditional rulers, and this exercise will be conducted without rancour.

We shall soon appoint a White Paper Drafting Committee to deliberate on this report. In the meantime, let me appeal to our fellow citizens to accept their new District Heads with open hearts and minds. Many of these districts require a major effort on the part of all indigenes to even begin to develop. This development will not come about if the community and its leadership do not think as one, act as one and work as one. On their part new District Heads should be forward-looking, enlightened and accommodating. Modern leadership demands that you identify with the objectives of your people openly and actively.

Let me conclude by appealing to all our people to live wherever they find themselves. We cannot, and certainly do not intend to, rearrange the boundaries of our geo-political structures in such a way

that we please every community or citizen. One hallmark of our society's evolution is our amazing capacity to live anywhere with any community, and this must be one of the strongest foundation of our nation. We should allow the new Districts to settle down, consolidate and progress in peace, without petty bickerings over the location of a ward, village or its name. We are not playing down the importance of these, but we do believe that we shall all be better-off if we pursue progress rather than conflict. Once again, I want to thank the Chairman and Committee Members for a job well done, and assure you that we shall treat your recommendation seriously.

Thank you, and good morning.



**ADDRESS DELIVERED BY THE MILITARY GOVERNOR OF KADUNA
STATE COL. ABUBAKAR TANKO AYUBA TO THE 50TH CONFERENCE
AND 1ST TRI-ENNIAL NATIONAL DELEGATES CONFERENCE OF
NIGERIA UNION OF TEACHERS (NUT) ON 22ND APRIL, 1991 AT
NATIONAL TEACHERS INSTITUTE (NTI) KADUNA**

On behalf of the Government and people of Kaduna State, I would like to welcome you all and to express my gratitude to you, especially the teachers among us, who have devoted yourselves to the education and training of our country's children and youths. Teachers have the enviable responsibility of being surrogate parents, bringing up children and young people to become competent and productive men and women for the nation. From time immemorial therefore, people have regarded teaching as a sacred job and have had great respect for you as educators, of both contemporary and future generations. The nation has trusted you with the difficult task of moulding and remoulding children and young people, to be selfless leaders worthy of complete trust. Needless to emphasize that remoulding people is much more complicated and difficult than transforming the social or political system. We shall all wish ourselves good luck in this respect.

In order to establish a humane and productive society the role of a teachers' organisation like the National Union of Teachers, becomes very imperative. The rank of teachers should be built solidly. Unless majority of teachers are finely and confidently disposed both academically and professionally, it will be impossible to build up the much-needed ranks of qualified teachers that we desperately require for our general progress.

The increasing responsibility of the State, vis-a-vis its dwindling resources, militates against the national education policy in many ways. Any committed Government must seriously consider the welfare of its citizens, especially those saddled with nation building. In recognition of this, this administration is giving education, generally, and teachers, in particular, adequate attention. In this regards, we have just completed the mass recruitment of teachers to reduce the heavy load being borne by those of you already so heavily loaded. I am informed that about 3,000 teachers have already been employed this year by the Kaduna State Government. This means that the teaching force in Post Primary Institutions in the State has been increased by over 25 per cent. Similarly, over 4,000 practising and qualified teachers have been promoted since my order. Again, approximately 2,370 more have been proposed and will have their promotions anytime from now. Over 1,000 teachers have been similarly advanced. It is my sincerest hope that the teachers will reciprocate Government's effort by being more dedicated, committed, productive and above all highly disciplined in the discharge of their obligations. As teachers, I am confident that you will not fail the State or the nation since we all know the consequences of failure.

Additionally, lack of books and other essential items in our schools has not escaped our notice. The Kaduna State Book Policy is designed to provide core Text Books to all our students with minimal contribution from parents. Government has already completed arrangements towards providing furniture to schools. Quite a large consignment of science equipment and materials worth about N42 million have also been ordered for schools. We have also provided vehicles to schools and Zonal

Offices. It should be made absolutely clear at this point that Government is fully aware of misuse or vandalism of Government property. I would implore your Union to reach out to its members with the message that no government will, even if it can, replace items as and when they are damaged or removed.

About three months ago, your Union called out its members from their employment purportedly on industrial action. It is however delightful to note that the issues were worked out amicably. This is as it should be. I call on the Union and its membership to continue to show appreciation and understanding of Government's efforts. Dialogue, rather than confrontation or unilateral declaration should be the key word in collective bargaining. This is obvious because it creates an atmosphere of understanding and mutual trust. NUT is therefore implored to continue using this mature approach in handling our educational problems.

On the theme of the Conference — *The Challenges to Qualitative Education in a an Ailing Economy*, I would like to make a few comments. This topic to my mind, pre-supposes that despite the ailing economy, there is the determination to provide qualitative education. In order to provide or receive qualitative education in a depressed economy; teachers, government, parents and even pupils/students must evolve new approaches in the management and acquisition of education. Because of lack of funds from Government, teachers must be more resourceful, creative, prudent, now more than ever before.

Since adequate funds are lacking to sponsor large number of teachers for in-service training, teachers must take immediate advantage of Distance Learning Studies by National Teachers' Institute (NTI) and other Institutions' sandwich courses. Maintenance culture should become part and parcel of our way of life. For example, headteachers should learn to refurbish school vehicles since new ones are not easy to buy. Students should learn how to maintain their chairs, tables and beds. In fact, they should mobilise the community to assist schools with building materials and if possible provide labour in the construction of classrooms.

Qualitative education should not be entirely left to the teacher. Education Administrators should ensure active and positive interaction with the teachers in the field. Positive policy in favour of pupils/students and teachers should be evolved to cushion the effect of the ailing economy on the teacher and the student. Parents must realise that they have responsibility to cater for their children. They should, through Parents Teachers Association, evolve programmes and projects that will aid the school in providing qualitative education to the child.

Ladies and Gentlemen of the noble teaching profession, it is my belief that with you gathered here today, to deliberate on affairs affecting your members and education in this country, new strategies will be mapped out that will improve the quality of education in our great nation.

With these few remarks and observations in relation to the theme of your Conference, please accept my warm welcome to all of you. I also wish you happy stay in Kaduna as well as delightful and useful deliberations throughout the Conference. It is now my honour and privilege to declare the Conference open.

Thank you and God bless.

OPENING ADDRESS BY THE MILITARY GOVERNOR OF KADUNA
STATE COL ABUBAKAR TANKO AYUBA AT THE 21ST ANNUAL
CONFERENCE OF ESTATE SURVEYORS AND VALUERS HELD AT
DURBAR HOTEL, KADUNA ON FRIDAY 26TH APRIL, 1991

*The National President, Nigerian Institute of
Surveyors and Valuers;*

The Guest Speaker of the Occasion;

The Chairman, State Chapter of the Institute;

Members of the Body;

Ladies and Gentlemen.

It gives me great pleasure and honour to be invited to address this important National Conference that will discuss the role of 'The Estate Surveyor and Valuer in Property Development Process'. I understand that early last month, the Kaduna State Chapter of your Institute organized a three-day seminar on 'Viable Land Administration for Local Governments'. I must remark that the seminar and this conference are timely and appropriate as the search for a viable land administration system is being intensified at all levels of Government.

As you are aware the Land Use Decree of 1978 vests powers over land in the State to the Military Governor. The decree similarly empowers the Military Governor to designate certain parts of the State as Urban areas which come directly under his control while the remaining parts are delegated to and administered by Local Governments. Despite these legal provisions, optimum utilization of land resources cannot be guaranteed unless and until appropriate policy and administrative arrangements are perfected towards this direction.

It is a fact that land constitutes the most important material resources that is available to Government because it is not only endowed with mineral resources but in addition, all forms of economic activity such as agriculture, industrial and commercial development take place on land. In order to maximize the benefits accruing to Government from land, especially from property development, there is the need to effectively control and administer all processes related to land administration hence the need to put into proper perspective, the roles of professionals such as Estate Surveyors and Valuers.

You are similarly aware that generally, land administration involves the acquisition of large parcels of under-developed land; its proper sub-division in form of layouts; the provision of site services such as water, electricity etc; the allocation of plots to deserving and capable individuals or organizations; the development of such allocated parcels of land; and the perfection or granting of consent to land transactions such as deeds of mortgage and assignments. It is pertinent to mention that both the State and Local Governments have performed these functions as social services over the years.

Consequently, land is being acquired, demarcated, serviced, and allocated by the two tiers of Government at a nominal fee which represents less than 20 per cent of the actual total cost of providing such serviced land. Thus the benefits accruing from land administration and property

development have not been adequately harnessed for utilization. It will be appreciated therefore if this Conference will address these issues and come up with a more profitable alternative approach to the matter in order to perfect land administration as well as increase Government revenue yield.

Already, Government has taken a number of positive steps towards evolving a viable land administration in the State. By the 1990 'Designation of Urban Areas Order', I have designated twenty-one (21) towns which include the thirteen (13) Local Government headquarters as Urban Centres thus all land transactions now come under my control directly. Hitherto, haphazard acquisition and development of land as well as multiple issuance of title deeds on one's plot had characterized the previous arrangement which prompted litigations on land transactions.

Another attempt made by Government towards streamlining and enhancing revenue yield to Local Governments particularly on property development is the enactment of a 'Property and Tenements Rates Law, 1987'. Sections 126 to 161 of the Local Government Edict, 1977 deals with all processes that govern rates upon tenements. If you examine these legal provisions you will agree with me that they are very technical and therefore would be difficult to apply given our level of socio-economic development.

It is in an attempt to marry both the need to assess as well as collect tenement rates and these technical legal provisions that we came up with a simple law which spells out charges upon tenement that have been broadly categorized into three (3). I am aware that this has attracted criticisms from members of your institute. However, I find it appropriate to open the issue for discussion at this forum in order for the conference to come up with a more professional approach to the matter with a view to enhancing revenue accruing to our Local Governments. I want to assure you that our doors are always open to you for discussion on areas that need attention.

National President, Guest Speaker and Distinguished Guests, I thank you once more for coming to address this core problem of urbanization in our Cosmopolitan Kaduna. It is my sincere hope that this Conference will proffer solutions especially to factors that impede effective land administration as it affects revenue generation. I therefore wish you fruitful deliberations and safe journey to your destinations.

Thank you.

**A SPEECH DELIVERED BY THE MILITARY GOVERNOR KADUNA STATE
COL. ABUBAKAR TANKO AYUBA, AT THE 11TH AND 12TH COMBINED
CONVOCAATION CEREMONY, KADUNA STATE COLLEGE OF EDUCATION,
/ GIDAN WAYA, KAFANCHAN ON 27TH APRIL, 1991**

1. I understand that the 11th and 12th combined convocation ceremony is the second of its type on your permanent site Gidan Waya, the first one was on April 4th, 1989. As a Visitor to your College which is the premier tertiary institution in the State, I am most delighted to be part and parcel of this occasion which is a landmark in the history of your existence. I am also delighted to address you on the second convocation being held here today.

2. You will recall that despite numerous constraints, Government directed that partial movement to Gidan Waya should begin. Consequently, the administration moved, leaving the bulk of your activities concentrated at Kafanchan and Manchok. The progress of this development which commenced in 1988 is obviously unsatisfactory.

3. On a familiarisation tour of Local Governments in November last year, I had the opportunity to visit your Institution and to remark that Gidan Waya is to remain the permanent site of the College. I want to re-emphasize that this administration places high premium on the accelerated development and welfare of this Institution, being the first of its kind in Kaduna State. I am impressed at the contribution of your Institution for the giant strides being taken especially because it is the centre that produces about 80 per cent of teaching staff in our post primary Institutions. Since my last visit here, bold steps have been taken towards the fulfilment of our promise and commitment to given this Institutions a befitting status. I understand the dissolved Governing Council awarded contracts for the construction of three classrooms and a hostel block. In consideration of the inadequacy of these structures the State Government has awarded more contracts for six additional classroom blocks, two students hostels, one workshop, a science complex, a library and residential quarters at an estimated cost of N20 million. Despite the fact that the finances of the State are generally stretched, this administration is committed to move the College and by the grace of Allah, I shall hand over to the College the completed projects before the termination of my tenure. I wish to reassure you that funding the development of this site is among the top priorities of my government. Consequently, we shall endeavour to provide funds, within its limited resources, to ensure a smooth and early movement to Gidan Waya.

4. I am exceedingly glad to note with a deep sense of satisfaction the high degree of tranquility enjoyed amongst the students and staff of this Institution since the deplorable and heart-rending events of March, 1987. I commend the administration for making discipline, peace and tranquility one of its top priorities. I am satisfied that since my warning against religious bigotry and intolerance sometime last year, this unfortunate and anti-social state of affairs, spearheaded mainly by the evolution of fanaticism of some staff members and students has subsided. It is needless to reiterate that peace is the greatest ingredient for development and progress. In the light of this observation, I want to assure you that government will not tolerate, the continuation of this undesirable phenomenon. Religious harmony is an indispensable panacea for academic progress which we badly

yearn for.

5. As an educational Institution of high repute, I appeal to staff and students to bear in mind that religion is a personal matter, therefore, our faith must not interfere with the tenets of other accepted religions or the freedom of others. I, therefore appeal to staff and students to always demonstrate practically the qualities of tolerance, understanding and love for one another. You must always adopt a civilised and constitutional approach in resolving any controversial issue. I also want to warn staff and students to avoid rumour mongering and unjustifiable speculations which may adversely affect your usually good record. A good mark of education demands a high sense of objectivity which must always characterise your approach to issues. Remember that as the most enlightened community in this locality, you must not lead the gullible negatively.

6. In the same vein, it is with deep sorrow to note the proliferation of demoniac secret cults and societies in Institutions of our higher learning and, in fact, in post primary schools nationwide. This is a threatening development to peace and progress which must not be tolerated because it retards developmental efforts. I am impressed with the report by the Administration that so far there is no trace of these evil tendencies here. While I urge you to keep up this state of affairs, I must warn that I shall ensure that anyone caught in this evil practice is summarily dismissed and handed over to law enforcement agents for appropriate legal action. You must, as nation builders, always be of exemplary behaviour because your major assignment is to nurture the young to fruitful maturity.

7. Another melody which is a curse to our academic communities is the serious problem of examination malpractices. I would like to proffer submission that only lazy and perverted students who do not utilise their time judiciously debase themselves with this disdainful practice. If you manage to graduate through cheating, your conscience will always nag you for claiming a qualification that is not really yours. Also, your performance will not be commensurate to your assumed qualification. You should therefore, endeavour to leave for prosperity, footprints that are worthy of emulation. Also, only ethically deprived teachers aid and abet such malpractices. This state of affairs once established, will of course be dealt with, in accordance with the stipulations of the law.

8. To the staff of the College, I would like to congratulate you on your hardwork which has culminated in successful arrangements for this graduation ceremony, I also want to congratulate you for constantly producing high and enviable examination results. I finally, implore you to always work as a team bearing in mind that you are working for humanity as your logo aptly depicts.

9. I have noted the numerous problems presented by the Administration and wish to assure you that my government is committed to ameliorating your hardship by providing improved welfare, because it is my belief that in order to obtain the optimum performance, your welfare must be looked into. Your demand for the implementation of the USS Salary Scale has been noted and is receiving appropriate attention.

10. In conclusion, I wish to congratulate today's graduands for their hard work and perseverance which have heralded the attainment of the high percentage pass of 88 per cent and 89 per cent for the 1989 and 1990 graduands respectively. These performances must be maintained or, in fact, exceeded by the present sets of students.

11. As we come to the end of this occasion, I wish to thank all and sundry for gracing this occasion, wish all of you God's guidance as you return to your respective destination.

Thank you.

**KEYNOTE ADDRESS BY THE MILITARY GOVERNOR OF KADUNA STATE COL.
ABUBAKAR TANKO AYUBA DURING THE SEMINAR ON SECURITY CONSCIOUSNESS AND
AWARENESS HELD ON THE 29TH APRIL, 1991 IN THE CONFERENCE HALL, MILITARY
GOVERNOR'S OFFICE, KADUNA**

*Deputy Governor,
The Secretary to the State Government;
Honourable Commissioners;
Local Government Chairmen;
Distinguished Participants;
Ladies and Gentlemen.*

I am pleased to be here today to declare open the Seminar on Security Consciousness and Awareness being conducted by the Presidency, Lagos for the benefit of top Local Government functionaries in Kaduna State. Over the years, various security measures have been adopted for ensuring security in Government establishments. The main objectives of such measures is to achieve a situation whereby classified information and materials are successfully protected from loss, unauthorised disclosures, espionage and sabotage. The security measures on their own would be quite fruitless unless they are properly interpreted and judiciously enforced by the administrators. This is the essence of this Seminar. As Chief Executives in your respective Local Governments, you bear responsibility for the provision, co-ordination and control of the entire security process.

The need for the inculcation of security consciousness and Awareness in the Local Government functionaries should be emphasized at all times. This need becomes more critical as Local Governments are vested with sensitive functions to discharge. Since you are vested with the ultimate responsibility for the provision, co-ordination and control of the security apparatus and processes in the Local Governments, you should cultivate the habit and remain consciously alert for the discharge of your duties effectively and efficiently. A regular re-orientation on this habit is also very necessary.

The Seminar will be geared towards a re-appraisal of your responsibilities towards the provision and maintenance of security in your respective Local Government Areas. It will also review the basic threats to National Security with special emphasis on those that are peculiar to your areas of control.

The roles you are expected to play in ensuring security of your Local Government Areas include:— First and foremost the setting out of general policies on security and the provision of necessary logistical requirements for securing the Local Government Area against identifiable threats. Secondly drilling Local Government employees to an appreciable level of security consciousness. Thirdly ensuring that various security threats peculiar and or prevalent to the environment under which you operate are properly identified and adequate precautionary measures taken to cope with the situation.

The sum total of 'Local' threats tribalism, ethnicity, religious fanaticism, terrorism, chieftaincy and boundary disputes etc. constitute threats to National Security. In whatever form the threats are presented, it is your duty as Chief Executives of your various Local Government Areas to ensure that adequate measures are taken at appropriate level to forestall the likely adverse effects they would have on your Local Government Area and the State Administration in general.

Security measures are normally adopted to stop enemies from harm to their targets, or illegally acquiring information or intelligence about their target which they are not entitled. Measures usually employed to counter the clandestine activities of enemies, agents or individuals whether within or outside a given target are many and varied and they include such measures as physical security, personnel security, document security, counters subversion, counter sabotage and counter espionage. These and other measures would be discussed in the lectures. If at the end of this orientation your knowledge of what constitutes a security threat to your Local Government Area and National Security has been adequately reviewed, your pre-disposition towards countering the threats would be enhanced. In this way the orientation course would have achieved its purpose.

Finally, in view of the ongoing Transition to Civil Rule Programme coupled with the near lack of security awareness and consciousness at the Local Government level, I hereby direct that Special Services Units be set up without delay in each of the Local Government Area in the State. These Units should be maintained in the Offices of Secretaries to the Local Governments. The personnel of the Special Services Department in my office in conjunction with those of the State Security Services (SSS) are readily available to assist in establishing such Units. Your co-operation in this regard is absolutely necessary and I count on your support. By God's grace we would achieve our aim. After all peace is a commodity which everyone requires.

Without taking much of your limited time, I have the honour to declare this Seminar open. I wish you very useful deliberations and hope that you will transmit what you have learnt here to your sub-ordinate officers on your return.

Thank you and Good morning.

**SPEECH OF THE MILITARY GOVERNOR OF KADUNA STATE,
COL. A.T. AYUBA AT THE SWEARING-IN CEREMONY OF
NEWLY APPOINTED HIGH COURT JUDGES IN KADUNA STATE,
AT GOVERNMENT HOUSE, KADUNA, FRIDAY, 3RD MAY, 1991**

Let me begin by congratulating the newly-appointed Judges of the High Court, Kaduna State for their richly-deserved elevation. You are stepping into position which generation before you have made enviable by the sheer weight of service which they brought into it. You are therefore joining ranks of some of the most dedicated and enlightened judicial officers which Kaduna State, over the years, had been noted for producing. I pray to God to give you the courage, foresight and enterprise to shoulder this burden from now until you put it down, without blemish. You should constantly keep in mind that you are accountable both to man and God, and whereas you may escape the wrath of man even where he knows that he has not received adequate justice, the justice of God which man can only crudely want to enforce, is unavoidable.

This swearing-in ceremony is testimony to the dynamic nature of justice and the judiciary, which demands a constant review. With these High Court Judges, we are now nearer completing our compliment of a full judiciary. Hopefully, this will relieve the heavy burden which in the past has been shouldered by the High Court Judges who, in addition to their own cases, also have to take on the duties of colleagues who are engaged in one Tribunal assignment or another. Let me therefore publicly acknowledge the high sense of responsibility and dedication to duty even under extremely difficult conditions, with which most of our High Court Judges had approached their assignments. I have been aware for quite some time now of the pressures on our High Court Judges, and I can only say that those we are swearing-in today have a herculean task fitting-in.

This administration has given quite some thought, and had set aside some resources towards easing the pressures under which our judiciary functions. Particularly difficult are shortage of judicial officers and staff, Court and Office space, an adequate and up-to-date Library and funding. We have done this because we have recognised the futility of attempting to develop other aspects of our socio-economic existence when the basic pre-conditions of a just and fair society are not secured. Justice is, to us, that long and silent guarantee to each citizen, great and humble, that his or her society is still worth the values it stands for. It is the final piece in any attempt to secure the legitimacy of any form of Government. Without a viable and effective judiciary, the most technologically advanced society will be a machine without a heart, a mockery of the progress of mankind which places priority of material over man.

Let me conclude by congratulating you all once again. I pray that God guides your assignments. Thank you, and good afternoon.

**ADDRESS OF THE MILITARY GOVERNOR COLONEL ABUBAKAR TANKO
AYUBA AT THE OPENING OF THE WORKSHOP ON MOBILIZING FINANCE FOR
NATURAL RESOURCES CONSERVATION IN NIGERIA ON TUESDAY, 7TH MAY,
1991.**

I want to thank you most sincerely for this invitation to me as a Special Guest, and I want to stress that my acceptance and presence underscores the importance which we attach to the role of the Natural Resources Conservation Council. I also particularly praise the decision of the National Advisory Committee on Conservation of Renewable Resources to hold this Workshop in our State. I would like to believe that this has been motivated as much by the good atmosphere for discussing the objectives of the Committee which this environment provides, as by the abundant resources which we possess, and which are the subject of interest of the Council. I wish you very fruitful deliberations, and a happy stay in Kaduna.

As we are by now aware, Nigeria joined other States in 1968 in signing the OAU Conservation Convention which had been concluded in Nigeria. By so doing, she accepted, in keeping with Article 15, to establish a single agency empowered to deal with all covered by the Convention. Furthermore, in 1989, the Federal Government fulfilled this Treaty by establishing the Natural Resources Conservation Council through promulgation of Decree 50 of 1989. This council has now the singular responsibility of co-ordinating various ideas, policies and strategies into a national focus for the conservation of our renewable natural resources. It will also oversee the implementation of the various plans in the National Conservation Strategy approved by the Federal Government in 1988.

I understand this Workshop is being organized by the National Advisory Committee to look into ways and means of generating revenue. In our view, this is a most important decision because:

1. It will no doubt involve the wider public in appreciating the critical need to preserve and ensure the natural reproduction of our renewable resources, and for making contributions toward it;
2. It will highlight the need to widen the scope of financing this ideal by particularly involving large concerns which have a direct impact on our natural environment.

Kaduna State has one of the largest forest reserves in the World. These reserves, products of a deliberate and long-term strategy, now form very important parts of our environment and our industrial designs. In addition, we are endowed with just about every type of renewable resource we attach, therefore, great importance to any measure necessary to ensure conservation, utilization and development of soil, water, flora and fauna resources in accordance with scientific principles and due regard to the best interests of the people.

Let me seize this opportunity to highlight one area in which many parts of this State have suffered tremendous damage. This is in the activity of small-time and illegal miners who have destroyed, for all practical purposes and for a long time to come, the very rich soil of our farming rural populations long after the mining activity is wound up.

I do hope you will discuss the cost of large-scale ecological rehabilitation, and the modes of sharing such cost.

Distinguished invitees, let me once again welcome you to Kaduna State, and wish you very useful discussions. Thank you, and good morning.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE COL. ABUBAKAR TANKO AYUBA
TO LEADERS OF SOME COMMUNITY IN KADUNA STATE, AT LUGARD HALL, KADUNA 8TH
MAY, 1991.**

I sought this audience with you primarily to place before you our concerns over certain rumours making the rounds in the State, as well as to seek your assurances that we in Kaduna State will strive to maintain the peaceful atmosphere for which we have now become known. It is also my hope that you will carry our message far and wide to members of your respective communities, so that every man, woman and child can receive these same assurances.

We are all aware of the sad episodes which occurred a few days ago in Katsina and Bauchi States, I have no doubt that these incidences may have succeeded in bringing back many sad memories, and raise doubts over our ability as a people to learn to live together. But we equally have no doubt in our minds that the vast majority of our people are resolved not to allow a re-currence of those sad events, and we should publicly acknowledge the high sense of responsibility with which leaders of opinion have gone about assuaging fears of many people.

Our nation has come too far for any person or group to undo the very solid foundation for unity within a context that appreciates our diversities. The sacrifices, big and small, by all citizens great and humble to secure a strong foundation for our nation in which every citizen practices his faith freely and openly are too many to be mentioned. So are our cross-cutting loyalties, basis of economic and social cooperation, decades of peaceful understanding and many others.

God in His infinite wisdom had chosen to create our nation with all its diversities. We should, rather than try to undo this delicate but indestructable entity, work harder to consolidate it. Certainly, the vast majority of our people of faith recognise this, but we do owe it a duty to ourselves and our children to remind ourselves that our nation is an act of God which no man can destroy.

Kaduna State is perhaps second-to-none in being a natural home for literally every community in this country. We are proud of this record, and we are particularly proud of the excellent relationship which exists between our communities. It is important therefore that we extend assurances to all our citizens that we are firmly resolved to maintain this record. Naturally, people tend to be apprehensive when events elsewhere begin to bear certain resemblances to earlier ones, or assume implications that may involve them. But to panic on the basis of rumours, or become intimidated by the actions of a few people is to play into the hands of our detractors who are unhappy about the peaceful atmosphere which, despite provocation, we have succeeded in maintaining.

Let me use this opportunity to call on all our religious leaders to exercise a firm control over the actions and utterances of our people. To our knowledge, no faith needs fear any threat from the other, and we are resolved to ensure that no Christian, Muslim or any Nigerian of whatever faith or belief in this state goes to bed with any fear over his safety. The security agencies are on the alert to forestall any attempt from any quarter to threaten the peace and stability of our state, and it is our ardent hope that our resolve will not be tested.

As you leave here, I urge you to do so without any fear or apprehension. You should also assure every citizen in this State to remain calm and go about his or her business. We should remember that the slightest evidence of fear or panic will only play into the hands of those bent on causing mischief. I do know that the overwhelming majority who want to forment trouble will succeed only if we allow them. Please caution our people to particularly avoid rumours, and to cross-check any stories they receive with the security agencies.

I have no doubt in my mind that, God willing, we shall overcome these tense days. But we require your goodwill and the prayers of all well-meaning citizens. We should pray to God to enhance our level of tolerance, and give our nation lasting peace. Thank you for answering our invitation at such short notice. I can assure you that this alone gives us sufficient confidence to believe that every community, every citizen in Kaduna State is firmly resolved to secure peace.

Thank you once again and good afternoon.

SPEECH DELIVERED BY HIS EXCELLENCY, THE MILITARY GOVERNOR OF KADUNA STATE, COLONEL A.T. AYUBA ON THE OCCASION OF THE OPENING CEREMONY OF A THREE DAY NATIONAL WORKSHOP ON STRENGTHENING COLLABORATION BETWEEN GOVERNMENT AND NON-GOVERNMENTAL ORGANISATIONS IN NIGERIA, HELD AT DURBAR HOTEL, KADUNA, FROM 13TH — 17TH MAY, 1991.

*The Honourable Minister of Culture and Social Welfare,
Honourable Commissioners,
My Lords Temporal and Spiritual,
Directors-General,
Resident Representative of UNDP in Nigeria,
Representatives of International Agencies,
Representatives of Voluntary Organisations,
Distinguished Ladies and Gentlemen.*

It is a great pleasure for me to be with you today to address you on the opening of this National Workshop on Strengthening Collaboration Between Government and Non-Governmental Organisations in Nigeria. I welcome you to Kaduna on behalf of the government and people of this State. The relevance of this Workshop to the overall development of this Nation cannot be over-emphasised.

The activities of the Social Development Ministry of Kaduna State cover all areas of human endeavour with the overall objective of improving the quality of life of the people in their socio-economic environments. Structurally, this Ministry houses the Departments of Social Welfare, Youth and Sports, while the Community Development Department which is a vital component in reaching the grassroot is in the newly created Ministry of Rural and Community Development. The Women Affairs Directorate is placed under my office.

With this arrangement, programmes are designed bearing in mind that man should be the focal point of any development process. Such programmes concentrate on the development of human resources, through the strengthening of social institutions and family life and the preparation of people especially children, youth, women, disabled and communities to contribute to national development and to improve their own lives as they face the challenges of growth.

Government, as we are all aware, cannot alone provide for the needs of all Nigerians. It is in realization of this fact that the Kaduna State Government has continually beckoned on the private sector and voluntary organisations to come to the aid of government through augmenting the services provided for the underprivileged in our society.

Voluntary agencies in Kaduna State, I must say, have responded positively to the call by government and this is manifested in the level of Non-Governmental Organization's activities in the State which have been on the increase recently. Government, on its part, has provided a conducive atmosphere for NGOs to thrive. It is also on record that the Ministry of Social Development, Youth

and Sports maintains a register of the voluntary organisations operating in the State. Government's effort is also geared towards encouraging and stimulating these organisations to attain greater heights and in this direction we accord recognition to those that merit it. The NGOs also enjoy government subventions, grants and other contributions.

NGOs in Kaduna State enjoy full support of the government because it has been observed that they cater for the needs of special groups such as orphans, the physical handicapped, drug addicts, the homeless and destitutes etc. The organisations engage in and carry out diverse programmes and activities, but it has been observed that a machinery to streamline and co-ordinate these activities is lacking. The result is that effort is duplicated and scarce resources wasted.

It is gratifying, however, to note that on the initiative of the Federal Ministry of Culture and Social Welfare and the support of the United Nations Development Programme (UNDP), NGOs operating in Nigeria are coming together after a very long time, to share experiences and seek ways of enhancing collaboration among themselves and with government in an effort to contribute more effectively to the development of this country. I have been reliably informed that your coming together in Kaduna, will eventually lead to the compilation of a Directory of NGOs operating in Nigeria, classification of organisations and the eventual formation of an apex body that will co-ordinate your activities as well as represent and protect your interests in this country. I must congratulate the Federal Ministry of Culture and Social Welfare and the UNDP for this grand initiative.

The objectives of this workshop are laudable. I therefore charge you to ensure that your deliberations are held in an atmosphere of brotherliness and cooperation; after all your basic goals are one and the same. It is my ardent hope that the gathering of today will lead to other programmes and projects and more importantly enhance cooperation among you.

Once again, ladies and gentlemen, I welcome you to Kaduna; it is my hope that your stay here will be a memorable one. I wish you very fruitful deliberations and I now have the pleasure to declare the workshop open.

Thank you all.

**ADDRESS OF THE MILITARY GOVERNOR COLONEL ABUBKAR TANKO AYUBA
AT THE INAUGURATION OF THE KADUNA STATE WOMEN'S COMMISSION AT
COUNCIL CHAMBER, GOVERNMENT HOUSE, KADUNA ON TUESDAY, 14TH
MAY, 1991.**

In the recent history of the development of our womenfolk, this must rank among the most significant of all occasions. For today, we give substance to an idea muted earlier, to pool our various strands of thought on the advancement and protection of the interests of women and to give them a structure that will operate independently of periodic whims of conflicting political opinions. Today marks a commitment, supported by concrete action, to extend the frontiers of the struggle for the development of women in Kaduna State, as indeed it had been done in some other States of the Federation. For us personally, this occasion marks the fulfilment of a promise I made recently to inaugurate this Commission after a rather extended period of critical study of our existing resources. I am now satisfied that we have a Women's Commission which not only conforms with the law, but also reflects the highest quality of persons as well as a fair representation of women in major spheres of life. I want to seize this opportunity therefore to congratulate the Chairperson and members of this Commission. I do not need to emphasise that you have all been chosen on personal merit, on your various records of contribution to the development of women in general, and on the basis of an assessment of your potential to contribute further. I wish you the best of luck.

The Women's Commission which exists at National and State levels, has the following objectives:

1. To promote the welfare of women in general;
2. To promote the full utilization of women in the development of human resources and to bring about acceptance as full participants in every phase of national development, with equal rights and corresponding obligations;
3. To promote responsible motherhood and material health for women;
4. To stimulate actions to improve women civic, political, cultural, social and economic education;
5. To encourage the sense and essence of co-operative societies and activities amongst women both in the urban and rural areas, and also stimulate in them creative entrepreneurship in the field of cottage industries and small-scale industries;
6. To formulate and propagate moral values within the family units and in the public and to establish programmes with institutions and organisations to inculcate moral education in women and children; and
7. To work towards total elimination of all social cultural practices tending to discriminate against and de-humanize women.

For the purposes of achieving the objectives set out in sub-section (1) the Commission shall perform the following functions:-

- a) Formulate policies and programmes within the context of State Development plans aimed at enhancing the position and development of women in social economic and political context;
- b) Establish bodies in the State and Local Government Council Areas for the implementation of the policies and programmes of the Commission;

- c) Promote, develop and concretize income generation and employment through loan schemes, home and cottage industries, acquisition of skills generally for the improvement of arts and crafts and food processing and such other vocational training of women within the context of their assumed needs and potentials;
- d) Monitor, liaise with appropriate Government Ministries, Departments, bodies, non-governmental bodies, including United Nations organs on matters concerning women and development;
- e) Monitor and submit reports on:
 - (i) women education and counselling
 - (ii) health of women and children; and
 - (iii) existing legislation.
- f) Ensure self reliance and enhancement of women;
- g) Co-ordinate, structure and monitor the activities of women voluntary organisations and grant-aids to them and evaluate their performances;
- h) Generally conduct research and planning aimed at improving the status of women and the attainment of policy objectives generally in relation to women;
- i) Carry out all other functions and objectives of the Commission as stipulated in sub-section (1) of this section.

You may be aware that discussions are at an advanced stage in identifying the modalities of absorbing the various programmes and organs of women development under the umbrella of the Women's Commission. Soon, such modalities will be announced, and it is our hope that with the calibre of membership we have in this commission, we shall have a smooth transition. Let me advise the members of this Commission to approach their burden with courage and unquestionable loyalty to its objectives. I pray to God to give you the wisdom and foresight to give our women a progressive and real leadership. Thank you for accepting our offers at such short notice. Thank you, and good morning.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE
COLONEL ABUBAKAR TANKO AYUBA, CHIEF HOST, AT THE
LAUNCHING OF THE AREWA HOUSE EXPANSION APPEAL FUND
AT MURTALA MOHAMMED SQUARE, KADUNA ON SATURDAY
18TH MAY, 1991**

On behalf of the Government and people of Kaduna State, and on behalf of every Nigerian citizen who is aware of the importance of this historic occasion, I welcome Mr. President and Commander-in-Chief of the Armed forces, General Ibrahim Badamasi Babangida and our most Distinguished Invitees to this launching. On behalf of my colleagues, the Military Governors of the Northern States, I extend our warmest and most sincere welcome to our distinguished guests. On behalf of the Organizing Committee of this Appeal Fund, I welcome you all to Kaduna.

Mr. President, our most distinguished guests, today is a day that has held an incomparable significance in the calendar of events of this Nation, and we have awaited it as eagerly as we did most major developments. Looking around, we draw a satisfying vindication of our belief that this launching will be marked indelibly in our minds and record as a Nation. For we can see a gathering of Nigerians, the great and humble, young and old who have answered our call to build an edifice befitting the life of a citizen whose life was the epitome of excellence.

When the idea of expanding the facilities of the Arewa House was initially muted, my colleagues, the Military Governors of the Eleven Northern States, although not directly responsible for this institution under the Ahmadu Bello University, instinctively, decided that this is an event worthy of the highest consideration and attention. The decision to use our resources to support this launching was therefore informed by an enlightened appreciation of what the Arewa House symbolises for this Nation, and the calibre of the people in the Committee which was set up to organize this launching was deliberately selected specifically to do justice to the importance of the project.

Let me therefore publicly acknowledge our inestimable gratitude to the Chairman and members of the Organizing Committee for an excellent job. I have no doubt that I speak for my colleagues when I say that, notwithstanding the sheer weight of distinguished record of service which each member brought into the Committee, the zeal with which the Committee functioned had surpassed even our own expectation. As colleagues and friends of the late Premier of Northern Region, Sir Ahmadu Bello, we should have expected nothing less from the members of this Committee, but it is, nonetheless, a service to many generations of Nigerians to be privileged to witness a first class job in public service which that generation is known for.

Mr. President, Distinguished Invitees, the people of Kaduna State who have inherited the physical legacies of a period and of generations who had laid the foundation stones of our Nation today, are acutely conscious of our privilege. We have become destined to host personalities and institutions which had, and will continue to have profound impact of the destiny of our Nation. Our Capital city, historically the incubator of modern Nigeria, has played a role second-to-none in its political significance. It had provided a setting and a context for a generation which had laid such enviable records of service to the fatherland that it will be almost impossible to equal.

The Arewa House, a research and documentation centre under the Ahmadu Bello University, symbolises a merger of so many values and aspiration that in itself is the embodiment of a significant part of our history and contemporary concerns. It links the pursuit of academic excellence with the life and works of a humble yet distinguished Nigerian who has left a record of excellence unsurpassed to date. It links our struggle to understand our past with the desire to make the present meaningful.

It is at once a tribute to excellence as well as a link between the past, the present and the future.

The Arewa House does not seek to idolize the late Sir Ahmadu Bello, because that will do serious violence to the man's faith and humility. It does not seek to preserve a historical relic that has no contemporary significance, because that will be a waste of a valuable legacy. It does not seek to isolate one great man out of his many great contemporaries, because that will do great disservice to the collective spirit in leadership.

But the Arewa House is built on a solid foundation that cannot be ignored. It is linked to an institution founded by the late Sir Ahmadu Bello, which has now become one of the largest and best Universities in Africa. It is housed in the former residence of the Late Sardauna of Sokoto, and is currently among the richest sources of historical research materials in Africa. It has obvious linkages with the attempts to preserve in perpetuity the sterling qualities of the late Sarduana and his colleagues, to hold high as an example to many generations to come, lives of Nigerians who had lived only for service to their nation. It symbolises our constant struggle to uphold the qualities of justice and fairplay, of tolerance and accommodation, of foresight and vision, of unbending principles of probity, accountability and of humility which were the hallmarks of the life of the late Sardauna. It stands as a constant reminder that it was not long ago when our leaders were capable of thinking and acting as one, in the interest of our people, irrespective of religion or tongue. In these often confusing days, an edifice like Arewa House is a useful reminder that we as a people can still rediscover those necessary ingredients that make us one people united behind a good and just leadership.

I have enumerated only a few of the reasons behind the decision of the Governments of the eleven Northern States to fund this launching. It is, let me repeat, a venture that cannot be quantified in monetary terms. But in keeping with the spirit behind Arewa House, we know that the funds to expand the Arewa House should come from all Nigerians, great and small, who have even the remotest idea of what this great patriot stood for. This is the day when we test our loyalties to our history, our commitment to our values and our resolve to push forward the frontiers of peace and prosperity from where the Sardauna stopped. We have no doubt that this day will more than vindicate our expectations.

Let me once again thank Mr. President and our most distinguished guests for this honour. I want to thank every Nigerians who would contribute to this fund. I thank the Organizing Committee for a job well done, and pray to God to reward your efforts. Thank you all, and may God bless our nation with peace and prosperity.

**ADDRESS OF THE MILITARY GOVERNOR COLONEL ABUBAKAR
TANKO AYUBA AT THE DINNER AND CULTURAL EVENING
HOSTED IN HONOUR OF MEDIA EXECUTIVES IN KADUNA AT
STATE HOUSE, ON TUESDAY, 28TH MAY, 1991**

I want to welcome you to this Dinner and Cultural entertainment, and thank you for honouring our invitation. I have been reluctant to make this occasion more formal than necessary by making long speeches, but I was persuaded by my Honourable Commissioner for Information that you will expect me to say a few words. Since I had met most of you on one occasion or the other, and on some of such occasions, I managed to put across, albeit briefly, some of our views on Media-Government relations, and the wider responsibilities of the Media in the context of a vibrant society such as ours. If I repeat some of those views and observations, it is simply because the occasion lends itself to a frank discussion in this cosy and comfortable atmosphere.

Let me begin by saying that from the perspective of the Government of Kaduna State, we have very little to complain about with regards to the coverage we have been receiving. This is not a casual statement meant to settle our full appetites; it is, in fact, an acceptance of the fact that both the Government of Kaduna State and the Media have much to congratulate themselves for. For the Kaduna-based media, long known for being second-to-none in terms of its objectivity, foresight and intellectual depth, as well as an unwavering loyalty to the public interest, this is a pass of our litmus test. Being in the frontline, so to speak, as the host of the Kaduna Media, with its attendant feeling of being a constant target if for nothing else, for the fact that we are physically and easily available for scrutiny, criticism and advise to give a clean bill of health to the media that surrounds us is no mean achievement. Although therefore, we have benefitted from our close proximity with the Kaduna Media in terms of greater coverage, we have not received coverage that is necessarily more adverse than other, far away States. On the contrary, we like to believe that the very high standard of conduct by successive governments of Kaduna State may, in actual fact, partly derive from being subjected to intense scrutiny by the media.

Let me make another observation pertinent to our overall assessment of the Kaduna Media, whom I heard referred to as jokingly as the real Kaduna Mafia. This relates to its commendable resistance of the temptation to plunge into the cheap but murky waters of yellow and junk journalism. You are all aware of the muted national debate as to the desirability or otherwise of a particular, and admittedly popular, brand of journalism that thrives on exploiting a section of the public's gullibility for cheap, sensational expose of other people's lives and activities, or the belittling of our sacred values for cheap fun. The position of Government to date has been to allow decent public opinion, and the professional ethics of journalism to check this spreading phenomenon. You are better placed than us to assess whether we are winning or losing this battle, but I must once again commend you for holding on to your professional tenets, in keeping with the best traditions which informed your establishment and operations.

I have had occasions to say that it is hypocritical for the nation's media to claim special privileges or status as the guardian of our values when, on quite a number of occasions, it cannot even agree what those values are. True enough, the competition to out-sell the competition is tough these days, but the harm to your profession is all the more glaring when certain national values and interests have to be subverted in order to catch the buyer's attention. Sensationalism sells, but often for the proverbial blood money.

By contrast, this would appear the right context to mention our appreciation for the restraint and maturity which the Kaduna-based electronic media particularly exhibited in its presentation of the Gulf Crisis and War. This is a clear example of the highest sensitivity to the contenting forces which give our nation its dynamism and which wrongly or mischievously handled, can lead to unmitigated disasters.

I want to use this opportunity to once again extend a hand of friendship to media organisations. You may be aware of our advanced arrangements to resettle the National Union of Journalists on a permanent and improved site. We have also made our intention known to assist whenever they may require our assistance. What we ask of you is a continuation of your objective and informed assessment of our administration. I thank you once again, and Good night.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE
COLONEL ABUBAKAR TANKO AYUBA AT THE OPENING OF THE
36TH MEETING OF THE NATIONAL COUNCIL ON HEALTH ON
30TH MAY, 1991 AT DURBAR HOTEL, KADUNA**

It is with great pleasure that I welcome you all to our capital city of Kaduna for the 36th meeting of the National Council on Health. I want to assure you that the government and people of Kaduna State feel highly honoured to host this important national gathering. The choice of Kaduna as a hosting State for this year's National Council Meeting will undoubtedly boost our morale and commitment to do more towards improving the health sector with the view to achieving the overall national and indeed global health objectives.

With total commitment of the present Administration to complete the process of handing-over power to civilian Government in 1992, the Transition Programme was designed to identify new values and incorporate these into the existing ones for setting up sound national goals and objectives for the success and stability of the Third Republic. The transition programme is now reaching its final stage. And it is this single fact that makes the 36th National Council on Health meeting a unique occasion. I would want to believe that the forum is prepared and fully armed to reflect on desirable policies and useful conclusions in the spirit of sound and stable Third Republic.

The concept of health care delivery at three levels of the primary, secondary, and tertiary I understand was initiated to reflect our three-tier government structure. With an outline of responsibilities at each level, the system is able to give a sense of direction and provide necessary impetus and context for the co-ordination of health activities at the Federal, States and Local Governments levels. The system has also made it easy to extend health services to the rural areas much faster and more efficiently as the Local Governments have the full mandate and clear understanding of their roles and responsibilities. As an evidence that this approach is succeeding, it is observed that majority of Local Governments in the country have as at the end of last year assumed full control of primary healthcare activities that were hitherto managed by the State Governments. This would certainly go down in history as one of the most successful health policy and experimentation in the country.

Immunization of Children and Mothers against deadly and killer diseases such as measles and tetanus under the Expanded Programme on Immunization (EPI) has greatly improved health situation in our society and substantially decreased infant mortality rate particularly in the rural areas. From a mere 15 per cent coverage in 1985 in some states, I am informed that the recent EPI coverage survey in the country has shown coverage of 80 per cent and above in 1990 in most states of the Federation, thus attaining the Universal Child Immunization (UCI) targetted coverage percentage for the year. This is indeed a positive and encouraging development in the health sector.

The control of diarrhoeal diseases which claimed several lives in the past is yet another major achievement which deserves every commendation. This I am aware is an attribute of the Oral Rehydration Therapy (ORT) campaign which enlightens the general populace on the use of and preparation of salt-sugar solution. The new innovation of Improved Ventilated Pit (VIP) latrines being constructed in Local Governments and public places has also done a lot to wipe out occurrences

of diarrhoea cases and improved the sanitation of the environment.

The introduction of the Drug Revolving Fund in our hospitals and health centres at State and Local Government levels by the Federal Government was well intentioned. Despite numerous problems associated with the scheme, it certainly improves drug supply in those health facilities where it is operated. The introduction of the scheme and the proposed National Health Insurance Scheme undoubtedly reflect the realities of our political and economic developmental stage.

Distinguished Ladies and Gentlemen, with all sense of pride and satisfaction, I would like to observe that most of these achievements and a lot of others not mentioned, were recorded during the tenure of the present Military Administration. I must therefore congratulate our able Honourable Minister of Health, Professor Olikoye Ransome-Kuti under whom these dreams became realities. I should also congratulate all the delegates for being part and parcel of the recorded achievements. By extension, I must also commend all those International Organisations and the Non-Governmental Organisations (NGO's) notably UNICEF; WHO; United Nation Population Fund (UNFPA); Control of Child Communicable Diseases (CCCD); AFRICARE; Sight Savers etc. for all their support and assistance for the overall development of our health sector.

On the other hand, there are quite a number of areas in the health sector that require more attention and doubling up. For instance, the Drug Revolving Fund Scheme requires a closer look with the view to providing necessary guidance and support for its operation by the Federal Government. There is also a need for this Council to address itself to the issue of constant and widespread outbreak of diseases such as cholera, CSM etc. The rampant cases of Typhoid fever witnessed in some parts of this country is alarming and is fast becoming an issue of concern. There is a need therefore to look into the possibilities of evolving a national strategy for combating frequent occurrence of outbreaks. The Federal Ministry of Health in conjunction with the States and Local Governments should also intensify efforts to mount campaign on personal hygiene and sanitation. This I believe, would go along way to relieve us of numerous ailments that continue to claim our resources.

Although we have our peculiar problems in Kaduna State, the progress in the health sector has been steady and quite satisfactory. The state had experienced lack of health training facilities and to some extent uneven distribution of health facilities as a result of the 1987 splitting of the State into Kaduna and Katsina States and creation of more Local Governments. With the establishment of College of Nursing at Kafanchan, additional College of Health Technology being established at Pambegua, and the construction of six rural hospitals in the new Local Governments currently going on, these problems would soon be history. I would like to reiterate that provision of health facilities and services is a priority of my administration. It may interest you to note that over N65 million has been committed to capital health projects in the State so far. Meanwhile, the sum of over N25 million has been earmarked for the purchase of drugs and vaccines during the current fiscal year.

While government at the three levels should continue to regard health as a priority, it is expected of your Council and at your respective ministerial and state levels to initiate sound and objective policies.

Having said this much, I would like to conclude this address by wishing you successful deliberations and happy stay in Kaduna. Distinguished Ladies and Gentlemen, it is my honour to declare this 36th meeting of the National Council on Health Open.

Thank you all and God bless!

**SPEECH OF THE MILITARY GOVERNOR OF KADUNA STATE
COLONEL ABUBAKAR TANKO AYUBA, fsc, psc, mni, ON THE
OCCASION OF THE COMMISSIONING OF HIMMA COMMUNITY
BANK, ZARIA ON TUESDAY, 4TH JUNE, 1991**

It gives me a great pleasure being invited to the Commissioning Ceremony of Himma Community Bank, Zaria which is the second to be commissioned in this State.

It is indeed pleasing to see communities taking bold steps towards helping themselves by setting up institutions like the Community Bank. I had said that we will not lose our first position to any State, and I am glad to note that we are still ahead.

It will be recalled that it was in this state that Mr. President and Commander-in-Chief of the Nigerian Armed Forces, General Ibrahim Badamasi Babangida himself came and launched the first ever of this kind of bank. This is a clear manifestation of the significance this administration attaches to the Community Bank concept.

I can say with all confidence that all communities in Kaduna State have enough manpower and resources to set up and operate a community bank each. I am aware that a large number of communities are in advanced stages of preparation to open their own banks. There is indeed need for each community to mobilise and establish as many Community Banks as possible.

You are all aware that the system of distribution of fertilizer in the State has moved from the individual to farmers co-operatives. This step, I feel should make it easier for the communities, most of whom are farmers, to establish branches of the Community Bank through which they could obtain assistance during fertilizer procurement season since there is no co-operative bank in the State now.

It should however not be assumed that only farmers can benefit from the Community Bank. In fact everybody in the community, be he a trader, teacher, civil servant or what have you, should regard the Community Bank as his own bank and a place where he can obtain most of the benefits the normal banks provide and with the added advantage of being close to the bank.

I therefore congratulate the Board of Directors of Himma Community Bank, Zaria for the bold step taken to establish this bank and call on all other communities in the state to do the same. It is my sincere hope that you will not betray the confidence your community places on you. Their investment in the community bank should give them advantages that are fairly comparable with those of other banks. Any sign of mismanagement should be arrested early, in order to retain the confidence of the shareholders. You must guard against careless granting of loans only to pile up bad and doubtful debts at the end of the day. Like any other bank, loans you must give, but this must be after careful scrutiny. Distinguished Ladies and Gentlemen, some time ago it was Alheri Community Bank, Kaduna that was commissioned, today it is the Himma Community Bank Zaria that is being commissioned. Which will be next? When will it be? These are questions that need urgent answers as the time is fast going and there should be no waiting.

**SPEECH BY THE MILITARY GOVERNOR OF KADUNA STATE,
COLONEL ABUBAKAR TANKO AYUBA AT THE OFFICIAL
OPENING OF A ONE-WEEK APPRECIATION WORKSHOP FOR
OFFICERS IN THE DIRECTORATE CADRE IN THE KADUNA
STATE PUBLIC SERVICE HELD AT THE LUGARD HALL,
KADUNA ON THE 10TH JUNE, 1991 AT 10.00 A.M.**

This one-week Workshop has been arranged for members of the Directorate Cadre in the Civil Service and their counterparts in the Parastatals. The workshop is one in the series of the programmes the State Government has arranged to educate and enlighten the civil servants on the basic tenets of the ongoing Civil Service Reforms and thereby encourage the attainment of the Reforms objectives in the State.

2. The Civil Service is the instrument which the Government uses to regulate and manage all aspects of human endeavour in the Society. Through it the Government develops and implements policies. Consequently an institution of such influence and importance must be properly equipped and sensitized in order to respond adequately to the changes in all aspects of our national life. Before the Reforms were introduced in 1988, the Federal Military Government had already reorganized and restructured the nation's economy by introducing the Structural Adjustment Programme (SAP). The political scene had equally been reorganized and restructured with the introduction of the Transition to Civil Rule Programme. But, these laudable programmes could not achieve fruition under a demoralised, inefficient and largely — unproductive Civil Service. Consequent upon this, Government felt constrained to introduce radical and far-reaching changes in the structure, staffing, operational modalities and performance objectives of the Civil Service. The changes introduced under the Reforms are aimed at achieving among other things, the following goals:—

- (a) enhanced professionalism;
- (b) significant decentralization and delegation;
- (c) enhanced accountability through checks and balances;
- (d) general modernization;
- (e) combination of responsibility and authority;
- (f) alignment with executive presidentialism; and
- (g) enhanced efficiency, effectiveness and speed of operations.

These goals are of cardinal importance in the creation of a technically competent and result-oriented Civil Service. It is for this reason that this one-week workshop has been arranged to explore all possible avenues for their early attainment.

The ongoing reforms in the Civil Service are indispensable, if they are viewed in the context of the changes taking place in the entire economy. Since the inception of the present Military Administration, several measures have been introduced to remove obstacles in the nation's economic political, social and administrative development. Efforts have therefore been directed towards the creation of a self-sufficient, self-sustaining and self-reliant economy. The end-result has been a shift in the role of Government in management of the economy from one of control to that of providing regulatory

and promotional services. All these developments require, among other things, a new corps of public officers who are professionally and technically competent and who are sensitive, flexible and responsive to change and are capable of managing change. It is in the quest to create such a workforce that Kaduna State Government recently introduced a revised Training Policy for Implementation in its Civil Service and for the first time, invested over N3 million for training and manpower development exercises this year. The Kaduna State Government appreciates the need for a systematic and sustained programme of training and retraining of the leadership and entire membership of its Civil Service. This workshop is just one aspect of such manpower development programmes.

This workshop is designed to sensitise, enlighten and equip Directors and their assistants to enable them discharge more efficiently and more effectively their responsibilities. Under the new structure, Directors now constitute the topmost career civil servants. To get to the top of the Civil Service one has to be professionally competent with a track record of general management experience acquired through considerable exposure by virtue of previous appointments. As a seasoned professional, the Director is expected to perform, among other things, the following roles:—

- (a) Serve as adviser to the Commissioner in respect of functions assigned to his Department;
- (b) Under the direction of the Chief Executive, he co-ordinates the men, money, materials, and other resources allocated for the achievement of the objectives of his Department;
- (c) Initiate and develops policies (including drafting of the necessary Council Memoranda) in respect of functions assigned to his Department and organizes the implementation of approved policies;
- (d) Serve as a member of the Personnel Management, Finance and Planning Boards;
- (e) Be responsible for the overall performance of his Department.

These are functions which only highly knowledgeable and professionally qualified hands can conveniently handle. It is to develop such calibre of manpower that Kaduna State has invested in the workshop. The challenge however is that you, as the professional heads, must endeavour to excel in your various professions and give your Departments a new lease of life. Government expects that this workshop will provide you with necessary tools to stimulate greater productivity and efficiency in the Service.

The process of the implementation of the Civil Service Reforms in the state is just gathering momentum. In order to maintain the current tempo and place the implementation on a systematic and orderly programme of action, Government will soon establish a Committee to supervise and monitor the implementation of the reforms in the State. It is the duty of Chief Executives to ensure that all aspects of the reforms are implemented and, where there is doubt, reference should be made to the Directorate of Establishments, Pensions, Management Services and Training for advise and guidance.

Finally, I charge you to approach this workshop with all seriousness and determination. It is the expectation of the Government that there will be a marked improvement in your performance after this training session. You must endeavour to absorb as much as you possibly can from the workshop to acquire the tools for improving productivity, efficiency and accountability in the Service.

I wish you all happy and fruitful workshop. Thank you.

ADDRESS BY HIS EXCELLENCY, THE MILITARY GOVERNOR OF KADUNA STATE, COL. A.T. AYUBA DURING THE INAUGURATION OF ADVISORY COMMITTEE ON NALDA, KADUNA STATE ON WEDNESDAY, 19TH JUNE, 1991.

Today, we are again witnessing another momentous and memorable occasion which is a culmination of efforts by Government to marshal all available resources at its disposal for the betterment of its people. Past Governments, both Military and Civilian have attempted various approaches towards achieving National Self Sufficiency in Food and Fibre Production. These and such Governments did achieve successes in varying degrees. In the same vein, they had tried to evolve a very dynamic and viable Agricultural Policy for the Nation. Towards this end, there were various schemes that were tried such as Operation Feed the Nation (OFN), Green Revolution, National Accelerated Food Production Programme (NAFPP) etc. In order to concretise and further consolidate the gains of these past efforts, the present administration came out with a functional National Agricultural Policy which is currently being pursued.

In his 1991 Budget address, the President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, General Ibrahim Badamasi Babangida announced the establishment of the National Agricultural Land Development Authority (NALDA) to execute a National Agricultural Land Development Programme primarily to "address the chronic problem of low levels of utilization of abundant farmlands and rural labour resources and the high cost of land development". Since this pronouncement by Mr. President, a lot of homework has been done by the Federal Ministry of Agriculture and Natural Resources which constituted a central Task Force and State Task Forces. The central Task Force had worked hard to draw up the Blue Print for the successful take-off of NALDA and already Mr. President has, on 7th May 1991, inaugurated the Board of NALDA and today we are inaugurating the Kaduna State Advisory Committee of NALDA.

AIMS AND OBJECTIVES OF NALDA

The mandate handed down by Mr. President at the inauguration of the NALDA Board include the following:

- 1) To provide Strategic Public Support for land development which is currently the most severe infrastructural development bottleneck for viable and economic farm enterprises.
- 2) To promote and support optimum utilization of the Nation's rural land resources for the accelerated production of Food and Fibre.
- 3) To encourage and support economic-size farm holdings and promote consolidation of scattered fragmented holdings, sufficient enough to generate incomes well above the poverty line. This will surely further narrow down the Rural-Urban drift and income inequalities.
- 4) To encourage the evolution of economic-size village settlements that will reap the benefits of the concept of economy of scale in the provision of social services such as water, health, primary schools and improved agricultural technologies.
- 5) To provide gainful employment opportunities for rural people to ensure raising their incomes and subsequently their living standard.
- 6) To specifically address the special problems of the Nation's rural majority especially rural Women and Youth.
- 7) To expand the productive capacity of agriculture and regain capability in traditional and non-traditional exports.
- 8) To contribute significantly towards the attainment of National Food and Fibre security through optimum utilization of abundant land resources. In doing this however, there must be minimum soil and environmental degradation to avoid consequential negative effects on our efforts.
- 9) To facilitate appropriate cost-effective mechanization of Agriculture.

The programme of NALDA is a social instrument for giving grassroots meaning to the central theme of economic reconstruction, self-reliance and social justice. It is a community based programme that represents Government's irrevocable commitment to the social and economic upliftment of the rural dwellers. NALDA should therefore be seen as a potent multi-sectional and multi-disciplinary instrument for promoting social harmony, social stability and National Food security.

SCOPE OF THE PROGRAMME

The main components and targets of the programme include the following:

- 1) Development of 30,000 — 50,000 hectares of land in each State over the 1991 to 1993 rolling plan period divided into 4ha farm lots.
- 2) Placement of at least 7,500 to 12,500 participants or farm settlers in each State giving a total of at least 158,000 to 260,000 farm families settled over the rolling plan period such that no farmer need travel more than 3 to 5km to get to his or her farm.
- 3) Facilitating the procurement of supervised Agricultural Credit facilities to the farm settlers.
- 4) Marketing of settlers farm-produce by Produce-Marketing Co-operative Societies.
- 5) Agricultural research technical back-up through on-farm adaptive research trials on settlers/farmers fields and the provision of Subject Matters Specialists to be co-ordinated by the Universities of Agriculture using Agricultural Research Institutes and facilities of agriculture.
- 6) To establish a virile Extension Services system where Subject Matters Specialists from the relevant Universities and Credit Experts from financial institutions will backstop for the extension services of the ADPs in the services of the settlements and participants.
- 7) Priority Agricultural ventures for the programme will involve arable crops, Livestock, Agro forestry and Fisheries.
- 8) Institutionalisation of strategic land use planning scheme to deal with major relocation problems including:
 - a) The creation and location of forest and grazing reserves and other areas with restricted use.
 - b) The designation and delineation of protected areas for reasons of biodiversity or apparent fragility.
 - c) The allocation of land for large scale farming in order to enable peasant farmers have continued access to sufficient land viewed in the context of our rapid population growth.
 - d) The development of a code of sound land management procedure for and a capacity to scrutinize land resource development proposals in order to assess their impact and ensure that they conform with the code.

GENERAL GUIDELINES

The programme is expected to operate along the following guidelines:

- 1) Even though the Federal Government will play a leading role in funding and administration, the Programme basically belongs to the communities, the Local Governments especially and the State Government. Local communities and lower tier of government must therefore take the initiative in the identification of suitable locations and contribute to the Funding of the programme. Only by doing so will they qualify for the matching grants from the Federal Government.
- 2) The programme should be seen as a calculated and deliberate attempt to utilize idle national resources and not just as a programme aimed at tackling unemployment.
- 3) Participants and settlers must be carefully selected such that successful applicants are truly dedicated to Agriculture, have requisite agricultural background and stable family life and other desirable characteristics. The programme is obviously not an assylum for the unemployed.
- 4) Communities that wish to participate must voluntarily offer land for which no compensation will be paid. Forgone compensation should represent and demonstrate the substantial contribution and irrevocable commitments of the participating communities.
- 5) Participants/Settlers must see themselves as farmers that must live on their own sweat and the fruits of their labour. Under no circumstance should they see themselves as salaried employees of NALDA.
- 6) NALDA will not engage in any direct production or distribution activity as all such activities will be carried out by the farmers themselves on commercial farming lines.
- 7) Land development will be based on approved technical guidelines to be worked out by the Universities of Agriculture and relevant Research Institutes so as to avoid the fatal errors of past efforts that employed contractors who destroyed the top soil and created the present dependancy on inorganic fertilizers.
- 8) Enterprises to be embarked upon will be based on the comprehensive advantage of the respective agro-ecological

zones in order to promote agro-ecological domestic agricultural specialization.

INSTITUTIONAL FRAMEWORK

The programme shall be implemented by the National Agricultural Land Development Authority (NALDA) which shall be required to maintain sharp programme focus and facilitate programme accountability. NALDA is an autonomous authority with a Chairman which hopefully will provide added flexibility in administration and decision making which is needed in a dynamic programme like NALDA.

The Authority shall have two principal organisations at all the three tiers of Government. At the National level, there shall be a Board to be headed by a Chairman and the Management to be headed by the Chief Executive/Executive Secretary. At the State level, there shall be a NALDA Advisory Committee to be chaired by the Honourable Commissioner for Agriculture and a Directorate which will be the programme executing agency. It is the Advisory Committee I am inaugurating today. At the Local Government Level, there shall be a NALDA Advisory Committee to be headed by the Local Government Chairman and a NALDA implementation committee (the executing agency at the Local Government) to be headed by a Co-ordinator.

Furthermore, there is no doubt that our Agricultural Universities and Research Institutes have the administrative and technical capabilities to implement NALDA programmes. MAMSER's abundant potentialities and resources should be re-directed in mobilizing communities towards the achievement of these noble, laudable and legitimate goals. The role of Women particularly Rural Women in a programme like this should be taken into serious consideration. There is therefore the obvious need to further consolidate the gains already achieved in the Better Life Programme of Women Development and the Women in Agriculture of the KADP through realistic harmonisation of these sub programmes. In the same vein also, the National Youth Service Corps members should actively be involved in the scheme so that they can render technical back-up services. There is also an obvious need for Non-Governmental organisations to be involved right from the inception in order to demonstrate our inherent ability for fruitful co-operation between the Government and the non-Government organisations.

FUNDING ARRANGEMENTS

The National Land Development Programme is going to be jointly funded by Local communities, the Local Government Areas, State and Federal Governments. The bulk of the financial contributions of local communities is the foregone land compensation payments. The actual financing plan as at now is 85%, 10% and 5% for Federal, State and Local Governments respectively. As I said earlier, lower tiers of Government (State and Local) must make good of their own contributions to enable the Federal Government release its own matching grant. All Federal Government funds for the programme shall be disbursed by NALDA. In addition to the disbursement, NALDA will actively supervise field expenditures to ensure sound financial probity and accountability.

ROLE OF THE ADVISORY COMMITTEE

As it has always been said, new programmes in this country are always conceived with the best of intention but the implementation is what poses the danger. You, as committee members, must fully understand the aims and objectives of NALDA. By the nature of your offices, you are also in a position to fully articulate sound policies for the State Directorate to enable us achieve our objectives. Your major task now is to make the Local Government Advisory Committees and the Local communities sufficiently aware of their roles in this new programme. The success or failure of this noble gesture by the Federal Government lies squarely on your shoulders and we cannot afford to fail because if we dare fail, we are the losers. As you leave here you must make urgent arrangements for inauguration of the Local Government Advisory Committees statewide. In addition, you must mount an aggressive campaign for the programme to have a smooth take-off in view of the timeliness required by some of the sub-programmes.

I now have the privilege to inaugurate the State Advisory Committee of the National Agricultural Land Development Authority and to call on all communities to co-operate and fully support implementation of the programme so as to ensure success.

Thank you.

OPENING SPEECH BY HIS EXCELLENCY, THE MILITARY GOVERNOR OF KADUNA STATE, COL. ABUBAKAR TANKO AYUBA, ON THE OCCASION MARKING THE 1991 INTERNATIONAL DAY AGAINST DRUG ABUSE CONTROL WEEK OF THE MINISTRY OF HEALTH, KADUNA ON WEDNESDAY, 26TH JUNE, 1991.

I am pleased to be invited as the Special Guest of Honour to this occasion which marks today as the International Day Against Drug Abuse and Illicit Trafficking. I understand that the 26th of June of every year has been set aside by the United Nations as the International Day Against Drug Abuse and Illicit Trafficking. The relevance and significance of this occasion to us lies in the fact that the day is set aside for the purpose of addressing issues that center on the consumption and trafficking in hard drugs which pose great dangers to societies all over the world. These problems have become universal which require to be tackled concertedly by Nations the world over in order to halt illicit trafficking and to curb illegal production of hard drugs. In response to these efforts at our level, the Kaduna State Drug Abuse Control Committee is observing annually this important International Day and the Drug Abuse Control Week.

We are aware that it is the responsibility of Government anywhere in the world to ensure that its people are well cultured and live in a decent society. The Federal Government of Nigeria and indeed the Kaduna State Government share very much in this responsibility. The Local Governments too are not left out. The evils associated with illicit drug trafficking and the general abuse and misuse of drugs have assumed very dangerous proportions and have become a source of worry to most Governments. In order to systematically and successfully curb the menace, various strategies have been adopted and stiff penalties imposed by Government as a means of countering these negative practices. Also public information dissemination has been stepped-up with the aim of bringing to light the evils and destructive elements of these practices through the electronic and print media. Other measures adopted to back-up the crusade include dramatised live performances as well as television programmes which portray to the general public the negative aspects of the addictive, habitual and destructive properties of hard drugs on the users.

I am happy to note that the incidences of illicit trafficking and consumption of drugs are relatively low in this state. I must hasten, however, to warn that the lives of our youth are endangered by the fact that the nefarious activities of peddlers of hard drugs are gaining ground and it is this age group that is more vulnerable. It is this aspect that is very crucial and important to Government because posterity will not forgive us if we bequeath to succeeding generations, a society that has no regard for morals and values for the preservation of the sanctity of human life. We must therefore be seen to be shaping properly the lives of those to whom we would pass unto our responsibilities and on the right track.

Besides destroying societal values, those who become slaves to drugs can no longer be committed to hardwork whether at the farm, office or through engaging in any other legitimate means of livelihood. Productivity too declines as a matter of consequence. It has been confirmed that drugs impair the systematic development of a normal life cycle because of the sudden financial gains that are associated with drug trafficking. Similarly it has been established that serious crimes are

committed by and traced to users of hard drugs. It is sad to hear that drug traffickers now ingest these toxic substances only for monetary gains in other countries. It should be made abundantly clear that it is better to avoid the use of hard drugs than to become enslaved to them because the cost of treatment, detoxication, and rehabilitation of addicts is often very high even for Government and Societies.

I am quite impressed by the efforts being made by the Drug Abuse Control Committee towards eradicating this societal menace. I want to assure you of Government's continued assistance and support to the Committee in its campaign against drug abuse. Certain facilities and policies have been put in place by Government so as to support the Committee. Quite recently, Government donated a Peugeot 504 pick-up Vehicle to the Task Force on Counterfeit and Fake Drugs which has been established by the Ministry of Health. This has enhanced its logistical requirements and would assist in meeting the challenges of identifying and sealing-up of illegal drug outlets. Government has also waived the cost of treatment for Psychiatric patients due to the high cost involved, the length of period of treatment and the need for continuous treatment in order to completely rehabilitate such patients.

I wish to seize this opportunity to register our gratitude to the non-governmental organisations, professional bodies, International Associations, Diplomatic Missions, the Community and well-meaning groups and individuals that have continuously assisted Government in this campaign against illicit trafficking, abuse and misuse of drugs. May I remind families to individually and collectively carry on with the campaign as their efforts are more likely to yield the desired results within a shorter period.

It is my pleasure to now declare open the fourth Annual Drug Abuse Control Week and to wish you God's guidance and fruitful deliberations.

Thank you and good morning.

**OPENING ADDRESS BY THE MILITARY GOVERNOR OF KADUNA STATE, COL.
ABUBAKAR TANKO AYUBA, AT THE SEMINAR ON INTEGRATED
INFORMATION SERVICE FOR RURAL DWELLERS IN NIGERIA
ON MONDAY 1ST JULY, 1991.**

I have the pleasure of welcoming you all to the Seminar on Integrated Information Service for Rural Dwellers in Nigeria. I wish to congratulate the organizers of this important Seminar for their foresight and choice of an appropriate theme that is very relevant to our prevailing socio-political circumstances in the country. I understand that participants are drawn from all over the country. This is an opportunity for you to exchange ideas and to share your individual experiences from your different backgrounds that at the end of this Seminar, you would evolve the best strategies by which Government would efficiently and effectively disseminate information to the nooks and crannies of the entire country.

Besides the excellent choice of theme, the conduct of this Seminar is timed appropriately because it coincides very much with the implementation of core policy programmes which the present administration is pursuing systematically. For instance, an excellent information service would assist the Government towards a successful implementation of the Transition to Civil Rule Programme. In particular, as we have recorded huge success in the implementation of some of the aspects of the Transition Programme such as witnessed during the conduct of the December, 1990 Local Government Elections and Trial Census, it is imperative for government to periodically review other aspects that have become crucial to the success of the entire programme. Thus it is desirable for Government to evolve and pursue a well articulated information service for the purpose of propagating and monitoring of reactions by the people to the Transition Programme throughout the country.

As we work towards establishing the Third Republic, we must be seen to lay a firm foundation upon which future Governments would rest and to develop a sound political culture which would guide the actions of political actors. In order to achieve these aims, we ought to constantly remind people of their civic and political responsibilities and to fully educate them on the objectives of the political arrangement. It must be admitted that it is through organized flow of information to and from the people that they would understand and appreciate government policies as well as actively partake in the implementation. I have observed that successes recently recorded in the implementation of programmes of the Directorate of Food, Roads and Rural Infrastructure, Primary Health Care, Education, Better Life Programmes et cetera are attributed to an improved system of propagating such programmes to the people. This is why we need to evolve and sustain an effective information dissemination service.

We are all aware that the essence of ushering in a democratic system of Government is aimed at mobilizing the people fully to at all times, support and participate in electing a Government of their choice. Once a Government is established, whether it is at the Federal, State or Local Government Level the democratic process requires that people would continue to positively participate in the governance of their affairs. Permit me to add that only an informed people would so participate. It

is in realization of this need to have a sustained flow of information that the three tiers of government are making adequate arrangements towards establishing efficient information services. Priority attention is now being accorded to information Departments of Ministries and Parastatals, the print and electronic media and those in the profession of journalism in the scheme of things. They are being equipped for the purpose of keeping the people enlightened about all programmes of Government.

In Kaduna State, Government is not relenting in this regards. Arrangements are in top gear towards re-organizing and invigorating the arms charged with the responsibility of disseminating information. Efforts have been intensified towards completing and Commissioning of the State Television Service which are now to function together with the State Radio service under the name Kaduna State Media Corporation. Only two weeks ago, the Ministry of Information made a positive outset by launching "The News Monitor" which is a weekly newspaper published by the State Government. The Ministry has similarly started publishing a quarterly News Magazine. Another information service already put in place is the establishment of rural library at Ikara, Zaria, Brinin Gwari, Kachia, Kafanchan and Saminaka. New branches will soon be opened at Zonkwa and Maigana. The State Government plans to establish its own Archives while Local Governments will establish Record Committees. All these arrangements are geared towards proper documentation and adequate dissemination of information to all parts of the State. The Federal Government has already established such agencies all over the country. We are therefore convinced that the three tiers of Government now place high premium on effective dissemination of information as a means of propagating their socio-political and economic programmes.

I have been opportuned to look at the papers to be presented and I am satisfied with their content and scope. I am also impressed with the calibre of resource persons and experts that have been drafted to organize and conduct this important Seminar. The coming together at this Seminar of these experts for the purpose of appraising and examining in detail, the State-of-the-arts in the journey so far made towards providing articulate information services would no doubt yield the desire result. I am convinced that this forum is capable of critically analysing the situation and to profer useful suggestions aimed at ameliorating same. We are therefore anxiously waiting for your resolutions as to how best we can establish effective information services particularly for the rural areas. I charge all of you in the information business to come up with a document to guide Government on how to maintain very high standards generally in the information industry.

Once more, I welcome you all to Kaduna State and wish you fruitful deliberations and pleasant stay.

Thank you and God bless.

ADDRESS BY THE MILITARY GOVERNOR OF KADUNA STATE COL. ABUBAKAR TANKO AYUBA AT THE INAUGURATION OF THE STATE PROGRAMME POLICY ADVISORY COMMITTEE FOR U.N.I.C.E.F. ASSISTED PROGRAMMES IN KADUNA STATE ON 11TH JULY, 1991.

Children are the future leaders of this country. In order to ensure prosperity in the future of our country, the children ought to have a sound development — both physical and mental. The survival, protection and development of children need a co-ordinated effort. It requires inter-sectoral planning, implementation, monitoring and evaluation. It is in pursuance of these that the Federal Government of Nigeria has come into agreement with the United Nations Children' fund on a country Programme of Co-operation to improve the well-being of children and women in Nigeria. The programme has a Master Plan of Operations to be implemented over the years 1991—1995. We are here to inaugurate the State Programme Advisory Committee which will be charged with the responsibility of co-ordinating all UNICEF assisted programmes in Kaduna State.

The average Nigerian child faces high risks of malnutrition, diseased conditions and increased mortality rate. Several factors are responsible for this predicament. Over the last ten years, economic crisis, declining oil prices, and inflation have eroded our living standards. Poverty is the most pervasive underlying cause of the problems affecting children and women. Its effects are most visible in declining living and working conditions especially in rural and semi-urban areas. Such poor living conditions cause high levels of mortality, morbidity, and spread of ill-health and undernourishment. Infant and maternal mortality rates have remained high with little signs of falling. These are made worst by early and frequent pregnancies for most women. The situation is compounded by the fact that most rural people still rely on the informal or traditional health sector.

It is against this background and in order to ameliorate these appalling conditions that the Federal Government worked out the 1991 — 1995 programme of co-operation with UNICEF.

The programme will consist of programmes, projects and activities designed to improve chances of survival and quality of development and protection of Nigerian children and women. The objectives of the programme have been evolved through a synthesis of national policies and priorities as articulated in the First Nigerian National Rolling Plan 1990 — 1992, the United Nations Goals for the Decade and UNICEF strategies for children in the 1990s. In the light of these and the World Declaration and Plan of Action for the World Summit for Children, the programme will promote primary health care, increase rural access to water supply and sanitation, improve nutrition and strengthen basic education. The programme will deliver measurable benefits which, taken together, will contribute to a lasting reduction of the morbidity and mortality rates of children and women in Nigeria.

Primarily the outcome objectives of the programme in Kaduna State, which is one of the eight focus States, are:-

- (a) To reduce the infant mortality rate by 30 per cent by the end of 1995;
- (b) To reduce the under-five mortality rate by 20 per cent by the end of 1995;
- (c) To reduce the maternal mortality rate by 20 per cent by the end of 1995; and in two urban Local

Government Areas, to improve the survival, protection and development of children in especially difficult circumstances.

The entire programme will be executed within a framework which will include a range of inter-related components in several sectors. It will take into account the strengths of previous programmes while introducing elements to respond to the evolving needs of children and women. States and Local Governments would be assisted to strengthen their capacity to deliver integrated basic services including Primary Health Care at Community level. The programme will pursue a strategy based on four concepts: reaching the majority of the population of an area; preventing those diseases which are at present responsible for most of the ill-health and deaths in communities; stressing community involvement based on a high level of awareness; and reducing geographical and gender disparities. It is known that most of the common obstacles to the survival of children and women in Nigeria are preventable, not by advanced or imported technology, but by routine planning, budgeting, management, monitoring and evaluation of programmes that will solve the underlying causes of the problems affecting most of the population. The programme will consist of six major components which are:-

- (i) Health and Primary Health Care development;
- (ii) Household, food security and nutrition;
- (iii) Water supply and sanitation;
- (iv) Basic education;
- (v) Advocacy and social mobilization;
- (vi) Planning, monitoring and evaluation.

In terms of funding arrangement, UNICEF will assist the Federal and State Governments to raise funds from bilateral and multilateral donors. This will include foreign Governments, Regional Economic Commissions and World bodies. Each State is expected to set-up an inter-ministerial Committee to guide the implementation of the project and ensure consistency with other interventions in water supply and sanitation. The Committee which is headed by the Deputy Governor in this State, consists of Commissioners of Ministries of Health; Rural and Community Development; Social Development, Youth and Sports; Finance; Water Resources; Education and the Director-General, Directorate of Budget. The Ministry of Health will provide the Secretariat.

Members of the Committee will observe that the task before them is not an easy one. It is however a very noble assignment which requires personal commitment of members. I would expect you to aim at excellence in discharging your responsibilities. It is similarly expected that you will work within the master plan of operation as set-out in the programme of co-operation. Periodic reports should be submitted to Government for study.

I now have the pleasure to inaugurate the State Programme Policy Advisory Committee for UNICEF assisted programmes. I wish you God's guidance in your noble task.

Thank you.

**SPEECH OF THE MILITARY GOVERNOR OF KADUNA STATE, COLONEL A.T. AYUBA AT THE
FORMAL LAUNCHING OF THE CAMPAIGN AGAINST THE ABUSE OF THE NAIRA AT LUGARD
HALL ON FRIDAY 12TH JULY, 1991**

On behalf of the Government and people of Kaduna State, I extend to you all our appreciation for accepting our invitation. I hope that each one here will be an ambassador in carrying forward the message of this inauguration.

Before the advent of the modern state, Money, as we know it today, was almost non-existent. Economic transactions were by barter. This system of obtaining goods and services, was fraught with problems. Ways had to be found to avoid some of the problems associated with Barter. It is this effort that has given birth to the modern Coin and the Paper bill, that we call Money.

Initially the state did not concern itself with the nature of the currency used in its territory. With the establishment of the modern state, and the eventual and full involvement in the economic life of its citizens, it became necessary for the state to undertake the minting of the currency. By this, currency note, assumed an importance, that transcended its normal use as a means of obtaining goods and services.

Today, in addition to performing this primary function, a nation's currency whether it is the Pound Sterling, the Dollar, the Yen, the French Franc or the Naira, is a symbol of Political Independence and Economic Prowess.

A Nation's currency is also used to record for posterity, its Political, Economic, Cultural and Historical Landmarks, or honour outstanding Persons and Events in its march on the road of civilization. That is why the Twenty Naira bill, bears the portrait of General Murtala Mohammed, the Ten Naira, Alvan Ikoku, the Five Naira, Alhaji Abubakar Tafawa Balewa and the One Naira Herbert Macaulay, all of them outstanding persons in our recent history.

When one considers the symbols of the Naira it presents, reason why it should therefore not be handled anyhow. It should not be squeezed and put into one's Pocket, Wallet, a Bag, nor should it be handled with dirty Hands nor should it be used as writing Paper, nor should its coins be used for the production of Jewellery.

It is disheartening to note that these are the very ways that we Nigerians treat our currency, the Naira. One is however pleased that the abuse which the Naira suffers in our hands, has caught the attention of the Central Bank, whose responsibility it is, to mint money for the Nation. It has consequently sent representative to all the States of the Federation to launch a campaign aimed at inculcating the habit of treating the Naira with respect. It also should be emphasised that the cost of re-printing or re-minting Notes and Coins is becoming increasingly prohibitive needless to say, have to pay for this. The greater the damage of course, the higher the cost. It behoves all of us therefore to curtail our careless attitude towards this abuse.

We in Kaduna State, have inaugurated a Publicity Committee comprising of the Honourable Commissioner for Information, Home Affairs and Culture, as Chairman, representatives of the Central Bank and some staff of the Ministry of Information. This Committee has already started work in earnest. It has mapped out strategies on how best to get the message across to our people in the length and breadth of the State. Not long after this formal launching, the Committee would embark on a State-wide campaign Tour for the next five weeks in order to enlighten the general public on the proper handling of the Naira.

I wish in this regard to enjoin all Traditional Rulers, Chairmen of the various Local Government Areas and the good people of Kaduna State, to give the Committee, maximum co-operation.

I should like to assure the Committee of my Government's support and assistance in the execution of this timely and important assignment. I wish them success.

It is my pleasure to launch the Campaign against the abuse of the Naira in Kaduna State. Thank you.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE, COLONEL A.T. AYUBA
AT THE WOMEN COMMISSION POLITICAL CONSCIOUSNESS RALLY AT MURTALA
MOHAMMED SQUARE KADUNA, 18TH JULY, 1991**

On behalf of the Government and people of Kaduna State, I welcome you all to this very important Rally, which is being uniquely organised under the auspices of the National Women Commission. It is an indication of the level of commitment of the women and men of Kaduna State that this rally has succeeded in attracting such a gathering, and I will like to record our appreciation to the National office of the Women Commission, our own State Commission and all organizations and individuals who have worked hard to see to the success of this rally. I hope that this will be, among other Rallies, the one during which most of the objectives behind the idea would be achieved.

The idea of mounting these series of rallies at this critical stage of the Transition to Civil Rule Programme is most appropriate. Any attempt from any quarter to heighten the awareness of Nigerians of the nature, demands and mechanics of the new political dispensation is of course welcome. But this drive particularly to raise the consciousness of women as political actors is of monumental significance for many reasons. First it is on record that the bulk of our nation's political terrain is male-dominated. Secondly, although women have been involved in the political process, such involvement has largely been incidental and peripheral. Thirdly, the nation's political accumulative experiences has been the worse-off to the extent that it had failed to utilize the creative energies of its womenfold in a direct and beneficial manner. Fourthly, there is no disputing the fact that in the last few years, women as a category have taken giant stride in many areas, and it is logical therefore that these strides should also have a political dimension.

Let me, on our part, highlight one or two issues that have a critical bearing on our attempt to lay a solid foundation for our nations political future.

The first issue related to a basic understanding of the rules of the political game. The concept of a democratic system is founded on the idea that among contestants in an open and free competition, one person or party will emerge a winner and the other or others, losers solely on the basis of the decision of the majority. It is also informed by the assumption that those who win will govern fairly and justly, and those who lose will accept such defeat and live to fight another day. This way a community engages in the search for the best system and leadership, and does not have to tear itself in the process.

The second issue relates to the operationalization of the basic rules of the game. A democratic system cannot function as designed unless the operators are willing to respect its rules. It cannot function when we choose which rules to obey, often when they appear to favour us only, and which to subvert. The recourse to violence which has unfortunately plagued our past political experiences was largely a reflection of the refusal to respect rules, and the attempts to capture power through extra-legal means.

It is our view that these issues need the serious consideration of the major political actors in the Nation today. Times are hard enough for many people, it will be irresponsible of any political actor to compound it by making our otherwise peace-loving community an instrument by scheming them into violent confrontation with each other. I have no doubt that a sustained political awareness campaign towards the grassroots, with the objective that ordinary people will not only understand their rights and obligation, under the system but also refuse to become instruments in the hands of others, will help greatly.

Thank you once again for attending this rally. I hope its message will be carried by women and men alike to all the nooks and corners of this State.

I hope you have a useful day. Thank you, and good afternoon.

**BROADCAST OF THE MILITARY GOVERNOR COL. ABUBAKAR TANKO
AYUBA ON THE IMPORTANCE OF THE REVISION OF VOTERS'
REGISTER, GOVERNMENT HOUSE, KADUNA 24TH JULY, 1991**

Fellow Citizens of Kaduna State,

This Broadcast is to afford me an opportunity to draw attention to an on-going exercise which is of extreme importance to the individual Nigerian and to the nation's future. This is the on-going Revision of the Voter's Register, which commenced last week, and will last for three weeks. Although I am satisfied with initial reports, in the media and through other sources, that the public is responding on a satisfactory level, it has become necessary, nonetheless, to heighten awareness of this important exercise, so that, in this politically conscious State, not a single potential voter is disenfranchised because he or she had willfully neglected to exercise their patriotic duty to register as a voter.

It may not be necessary to re-state why the revision of the nation's voters register is so important, but for those who still feel that it is not a duty and an obligation, it may become necessary. In the first place, it is not simply the right of every Nigerian to participate in choosing his or her government, it is also an important obligation. Nigerians are highly conscious politically, and those of us who are fond of criticising one elected government or another without participating in its election or ouster are doing those who did participate a dis-service. This is like a situation where a Citizen insists on partaking in an asset voluntarily pooled together by other Citizens, even though he had refused to contribute his own quota.

Secondly, as we move nearer the gubernatorial elections, public interest, and the need to involve more and more people in political decisions, is becoming more apparent. We are all witnesses to the gaps and lapses which were identified by many voters during the December 1990 Local Government Elections. You may recall that many voters could not exercise their rights either because their names did not appear in the Register of Voters, or one or two particulars were missing or were mixed up. On that occasion, many people were patient and because we were conscious that there will be other elections, many accepted that such problems will be attended to. Hence the reason for this revision. Now everyone has a chance to register if they have not done so, verify his or her name and the particulars relevant to him or her, and ensure that they are fully entitled to exercise their right and obligation as patriotic Nigerians.

Thirdly, let me state that a valid voters' register is an evidence of the highest patriotism, and no Nigerian has a right to feel exempted. In some situations it may become necessary to show the Voters Register to have access to one public service utility or another. In point of fact, it is as important as the payment of tax, and as we are all aware, there are numerous instances where the absence of an evidence of payment of tax denies a citizen many rights and privileges.

I want to emphasise in particular that I expect all Commissioners, Directors-General and other Civil Servants in the State to ensure that they do register as voters. I may, in fact, soon call for evidence that they, along with all members of their families, do register, and I do not want to mince words here: any public servant of whatever standing who is not patriotic enough to register as a voter has no business being a part of this administration.

I have been assured by the Resident Electoral Commissioner that all materials necessary for the success of this exercise are now available. All persons therefore who have not been issued with cards should now go to their Registration or Revision centers to collect them.

I want to call on all our Citizens to give maximum co-operation to the personnel involved in this exercise. I expect, commensurate with our strategic political position in the State to achieve 100% success. Thank you, and good evening.

**A SPEECH BY COL. ABUBAKAR TANKO AYUBA fss, psc, mni,
MILITARY GOVERNOR, KADUNA STATE ON THE OCCASION OF
THE OPENING CEREMONY OF THE 5TH NATIONAL COUNCIL
FOR SCIENCE AND TECHNOLOGY MEETING AT LUGARD HALL
KADUNA ON 25TH JULY, 1991**

It gives me great pleasure to welcome you all to Kaduna State on this historic occasion of the 5th National Council for Science and Technology Meeting. It was not long ago when I was informed of the desire of the Federal Ministry of Science and Technology to hold its national council in Kaduna only after another State had defaulted. Because of my belief in what Science and Technology can do to a Nation, I did not hesitate to direct the Ministry of Education, the organ responsible for Science and Technology activities in this State, to make necessary arrangements within our limited resources to ensure the success of this council meeting.

No one living today is not aware of the rapid changes that take place in the world around us. The farmer in the village has become familiar with fertilizer, improved seeds, improved animal breeds and feeds, and all other forms of mechanised farming. All these new things happened within the last few years. Some few decades ago, most of this country was thickly forested, but with heavy machinery, thousands of hectares of forest have given way to farming and grazing land. Also, in the area of health care, there has been a revolution in public health, both at the preventive and curative stages. Smallpox, a deadly disease has been eradicated. Now there is the desperate effort, the world over, to eradicate the 6 children communicable diseases — Polio, Tuberculosis, Measles, Whooping cough, Diptheria and Tetanus. Transplanting of delicate organs of the body is now a matter of course. In the investigative facilities, machines are now available that produce amazing results within very short time. On a daily basis, there are such new discoveries in the field of medicine that a doctor who is not current in medical journals will end up practicing outdated medicine. In the area of industries, we are on daily basis confronted with new consumer products demanding our attention. So the change goes on in all spheres of life. The change that has taken place in the world since 1800, is by far greater than the change that took place in the four thousand years preceding it.

The tool that has caused change in our time is Science and Technology, which is simply the discovery of the world around and the ability to harness the resources so discovered. For the past few decades, the ability to harness energy has played a decisive role in changing the world. Natural phenomena like wind was harnessed to generate mechanical energy in rotating wing vanes. The operation of engines through the use of steam was a further development. Now the world has evolved to the use of electromagnetic and solar energy to produce high technology. The ability to keep pace with the changes in harnessing energy, differentiates between advanced and developing countries.

Talking about developed and developing countries, I believe that the collective will of a people to advance is the first and most important step towards development. Becoming a developed country is not a legislative act, nor does it come out of decree, but is borne out of the sweat of a people who have the will. Government policies and financing ability alone cannot ensure development. The people themselves have to show willingness and co-operation in developmental processes. There can

never be development when Government pumps money into Research Institutes and new products are developed which are not sponsored by industrialists and entrepreneurs, nor can there be development when the public does not patronize what the industries have produced because it prefers foreign made goods. However, when the government is willing to spend money on research work, the country's scientists are willing to work hard towards innovations and inventions, the industrialists are willing to take risk to consume the products so produced, much more out of patriotism, the country will surely make gigantic strides towards development. This is my message to Nigeria today. We must be willing to forge ahead. The road is not easy, but with perseverance, we will surely develop. While I call on industrialists to try research findings, I will also call on Research Institutes to develop salesmanship along with their research work. They should be able to produce and market, even on a limited scale, their research findings to create interest in the industrialists of the potentials that their research findings have.

Because of our interest in promoting Science and Technology, Government has done a number of things for its promotion in this State. We have ordered for Science and Technical Equipment for schools worth over 50 million naira. The Government has also ensured that the Kaduna State Polytechnic is adequately funded within the limited resources we have. The State Government has similarly ordered that computer education be introduced in 10 of our schools, and therefore computers are being provided for these schools. The College of Education, Gidan Waya, is also starting a Computer Education section. We are also making sure that the Technical Colleges at Kajuru and Fadan Chawai are commissioned by next September at a cost of over 10 million naira.

In the area of irrigation, a gigantic programme has been initiated which will cost Government over 80 million naira. When completed, there will be a boost in wheat production and the Ikara Food Industry, one of our newest Industries, will be adequately supplied with raw materials. Apart from this, the local markets will have the needed vegetables, while the farming season of a large section of the community living along river basins, will experience all year round farming activities.

Provision of potable water and electricity are other main areas that are being tackled. This is expected to encourage local technology. This is just a little of the many things Government is doing in the area of Science and Technology.

It is my hope and desire that your meeting in Kaduna will provide a landmark in the history of Science and Technology in this country. It is further hoped that your deliberations will revolutionize this country in the area of attitude and actual use of Science and Technology. This will gladden my heart.

With these comments, I wish to declare the 5th National Council for Science and Technology Meeting open. Thank you.

**KEYNOTE ADDRESS BY THE MILITARY GOVERNOR OF
KADUNA STATE COL. ABUBAKAR TANKO AYUBA AT THE ONE DAY
SYMPOSIUM ON "RURAL INDUSTRIALISATION: THE BEDROCK OF A
NATION'S ECONOMY" ORGANISED BY KADUNA INDUSTRIAL
& FINANCE CO. LTD (KIFC) ON TUESDAY, JULY 30, 1991**

It is my pleasure to be here with you this morning to declare open this all-important symposium whose theme is "RURAL INDUSTRIALISATION: THE BEDROCK OF A NATION'S ECONOMY." The theme is well thought out; it is apt and timely, especially in view of the nation's quest for self-reliance.

I would like to avail myself of the liberty of presuming that by "rural industrialisation", the organisers of this symposium have in mind a rural-oriented industrialisation drive, sustained through proper and effective exploitation and utilisation of locally available raw materials; and the vast manpower and land resources available in our rural areas for the promotion of small and medium-sized industrial concerns beneficial not only to the local community but to the country in general. If this presumption is correct, then I should say that the idea of the organisers is in line with Government's thinking on the matter and, therefore, compels commendation for their foresight in putting this forum in place. I therefore congratulate Kaduna Industrial and Finance Co. Limited for hosting this symposium today.

Rural Industrialisation is a sine qua non for the overall development of any nation. It is the spring-board to national development, and therefore, it is practically impossible to discuss development in any form without recourse to rural industrialisation. It is imperative that we garner all available resources and strength towards achieving this goal, especially in view of the continuous changes in the international economic environment, if we are to cope with and avoid being swarmed by these changes. These are facts we fully appreciate and we have had occasions to state our position on this intractable, yet noble cause, several times in the past. This, in fact, was what informed our creation of the Ministry of Rural and Community Development. It is to underlie our resolve to show that government is not just concerned about the situation but has taken concrete steps to swing the pendulum in the right direction. Nationally, this is also evidenced by the establishment, in recent times, of various agencies and institutions with specific objectives geared towards assisting in the development of our rural areas. These include:

The National Directorate for Employment;

The Peoples Bank;

Community Banks and DFFRI.

However, Government is aware that the active promotion of a virile small business sector in the economy goes further than mere provision of financial packages. Government has indentified the need for a comprehensive support facility which is clearly embedded in the 1991-93 rolling plan. The objectives of the plan include:

1. The attainment of higher levels of self-sufficiency in the production of food and raw materials;

2. The laying of a solid foundation for a self-sustaining industrial development;
3. The creation of ample employment opportunities;
4. Enhancing the level of socio-political awareness of the people; and
5. The strengthening of the base of a market-oriented economy.

In line with these objectives, priority programmes have been drawn up as follows:

1. Strengthening of integrated rural development programmes;
2. Provision of basic infrastructure;
3. Development of small scale industries

On our part in this state, we have continued to try to provide the necessary basic infrastructure required for accelerating the pace of industrial development. We have in our 1991 Budget, under our Capital Development Fund, provided N8.9 million for the manufacturing sector; N313 million for power (Electricity); N119 million for water supply and about N1 million for Community Development projects.

In addition, arrangements have been finalised to obtain external assistance, including Federal government grants for the extension of rural electrification projects to the hinterland, improvement of health care services, road networks as well as urban and rural water supplies.

Furthermore, it is our intention to establish industrial layouts in the Local Government Areas of the State with the desire to ensure the establishment of at least one viable industry in each of the Local Government Areas of State. Already the Government has set up the Ikara Food Processing Company Ltd which has started production in Ikara Local Government, and the Kachia Ginger Processing Company in Kachia Local Government Area. Other projects are under consideration.

But, Government cannot continue to shoulder this enormous task on its own, considering its lean purse. Moreover, the dynamics of modern governance and present Government policy on investment dictate otherwise. The best Government can do and has done, is to create for entrepreneurs or investors, an enabling environment by providing the necessary infrastructure that would facilitate the smooth establishment of industrial and other concerns to effectively exploit the abundant resources available, especially in the rural areas. The rest is left for private initiative.

Government is aware of the developmental role that can be played by Development Finance Institutions/Investment Companies, and hence our strong support for Kaduna Industrial and Finance Company Limited (KIFC). We have noted the continuous calls by the Development Finance Institutions on the Federal Government to amend the NERFUND decree to include Development Finance Institutions, and I wish to support this call, as it will bring about a greater impact of NERFUND at the grassroot level, thereby, enhance the growth of viable small and medium industries throughout the Federation. It is a known fact that for a project to survive, it must have a properly conceived, prepared and implemented proposal, and will also require close and regular post implementation supervision, including marketing, accounting and management counselling. These are services that the Development Finance Institutions are well placed to provide. More importantly, the Development Finance Institutions have various schemes for promoting small scale enterprises and are also good sources of information on local resource-based project ideas. In the newly industrialised nations of the Far East, it is the Development Finance Institutions that are the major

force promoting enterprises in the priority sectors and bringing development to the grassroot. Nigeria should borrow a leaf from these nations and make effective use of the Development Finance Institutions.

I wish to assure this gathering that Kaduna State Government will continue to give KIFC all the support it requires to achieve the objectives for which it was established. I have no doubt that the Management of the Company is poised for the challenges ahead.

It is however disheartening to note, that inspite of the tremendous efforts being put in by Government for effective industrial development of the State, the private individuals, particularly indigenes, appear not to be playing a complimentary role by engaging in worthwhile ventures beneficial to the State. The relative backwardness of our state, which ironically was among the first states created in 1967 and which housed the Regional Headquarters of the erstwhile Northern Region, cannot be divorced from this complacency.

May I, therefore, call on all potential investors and entrepreneurs, indigenes and non-indigenes alike, to take advantage of the favourable investment conditions now prevalent and utilise them by setting up, especially in the rural areas, industries either alone or in conjunction with other organisations or individuals. This is our moral as well as civic duty not only to Kaduna State, but to the country at large.

Distinguished guests, the issues before you this morning are of paramount importance to Government, and as a Government open to advise and constructive criticism, we shall, I assure you, welcome any meaningful advice and suggestions emanating from this forum. It is therefore, my singular honour and privilege to declare this symposium on rural industrialisation open.

I wish you happy and fruitful deliberations. Thank you.

ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE, COL. ABUBAKAR TANKO AYUBA AT THE CLOSING CEREMONY OF THE 7TH NATIONAL UNDER-18 HANDBALL CHAMPIONSHIP AT THE KADUNA STATE SPORTS COMPLEX, FRIDAY, 2ND AUGUST, 1991

It is with the greatest of pleasure that I make these closing remarks after a week of intense excitement. This has been a week we in Kaduna State will engrave in our calendar of achievements in sports for we have been able to host 17 male and female teams, and thus afforded the nation an opportunity to select our national representatives to the 1991 International Handball Championships. Let me therefore extend our congratulations to all players and officials who have participated in this Championship, and particularly the winners of the trophies. I had insisted during the course of the Championship on being fully briefed, and among the many aspects which have given us immense pleasure, has been the very good conduct of all players and officials, as well as the extremely high standard of play. In a period when discipline in sports is as important as winning itself, I am glad to note that our sports men and women are now truly on the path of international recognition.

When we offered to host this 7th National Championship, many people may have had reasons to doubt our ability. We, however, had little fear that we shall do justice to the event, even though there was literally nothing on the ground then to show for it. Indeed, we in Kaduna State can state with pride that we have come a long way as far as the provision of sporting facilities are concerned. This time last year we had only two stadia worth the name in the State. One, the Ahmadu Bello Stadium which has been closed to competitive events for the past years or so.

The other, the Ranch Bees Stadium is but a glorified playing pitch which the State Government has had to put together because of the severe scarcity of such facilities.

Now we have concluded plans for a modern sports complex, of which this Handball pitch is only a part. Land has been cleared, and compensation paid to the residents. We intend to within available resources, establish as many facilities as possible, such that by next year God Willing, we will have a Complex befitting our Sports-loving State.

In our drive towards excellence in sports, I have noted one or two areas that need addressing. The first has to do with the lukewarm attitude of our wealthy and prominent citizens to contribute by way of making sporting facilities available. Like everything good, sports development is also expensive. Let me use this forum therefore to appeal to our patriotic citizens to help. They can do this by building or renovating or improving our stadia, establishing new facilities where they do not exist, forming and supporting teams, or even working with Government in completing this Sports Complex. The Government of Kaduna State will, nonetheless push ahead, and as I said previously, our objective is to recapture the past glory of our State. We are already on our way there, and the performance of our team here is more than enough testimony. By the same token, we intend to float and register a professional football outfit before the end of this year to answer to the yearning of our football-loving citizenry.

The second issue relates to the rather wasteful duplication of facilities, whereby States are encouraged to develop sporting facilities even where they exist, though owned by the Federal Government. There must be a cost-effective mode of ensuring the maximum utilization of facilities,

and of complement to each others efforts. State for example, can be allowed full use of Federal Government facilities where they exist, and thus use their resources for the development of other areas of sports.

Let me conclude by thanking the Handball Association of Nigeria for allowing us the privilege to host this Championship. I do hope that you will forgive any lapses you may have observed. I assure you that we shall look very critically at our organisational abilities, and we shall learn from our mistakes. Let me also thank Messrs Borini Prono, Sterling Civil Engineers and JAFCO for their assistance towards the success of this championship. Officials of the State Ministry of Social Development, Youth and Sports, and the Sport Council have also done well, and I congratulate them.

Finally, it is with great pleasure that I declare the 7th National Under-18 Handball Championship closed. I pray that you shall all return to your States safely. Thank you, and God bless.

**CLOSING ADDRESS FOR THE GRADUATION CEREMONY OF THE COMPANY
COMMANDER'S COURSE NUMBER 24 AT THE SHODEINDE HALL ON FRIDAY 9,
AUGUST 1991 AT 1000 HOURS**

The Commandant, Infantry Centre and School (ICS)

Brig. J.T Ogbeha, Fss, psc (+), mni.

The Deputy Commandant,

The Col. Coord

Chief Instructors.

Instructors of the Coy Comds Division

Graduating Students

Gentlemen.

It is with the greatest humility and immeasurable pleasure that I accepted to honour the invitation to be the guest of honour for today's historic occasion. Permit me therefore, to express my appreciation and gratitude to the Commandant ICS, Brig JT Ogbeha, Fss, psc (+), mni. for giving me the opportunity to preside over this graduation ceremony.

I am, indeed delighted to share with you the joy and significance of this occasion. Today's occasion marks the successful accomplishment of a set goal in the military career of you all.

The Coy Comd's Course, I understand, covered a period of 13 weeks. The course was designed to achieve the following objectives:

- a) To develop in the officers of the rank of Captains and Majors the skills of command and leadership
at the Coy level.
- b) To train the officers of that rank bracket in the employment and manoeuvre of a mechanised infantry company group in all phases of war.
- c) To develop the art of applying the principles of administration and logistics at the coy level.
- d) To train and develop middle level leadership for command responsibilities in the Nigerian Army.

From the objectives, just enumerated, you will agree with me, that it is absolutely necessary and important for you to attend the Company Commander's Course. This course as distinct from the staff college course, prepares, develops and inculcates in the officers, practical combat instincts. The principles and fundamentals taught in the staff college are practicalised here in the Coy Comd's Course.

You have, therefore, gained a lot of practical lessons on which you could now strive to build your professional training. The Company Commander's Course, no doubt, places a lot of premium on leadership by example. From your training here you should have acquired all the necessary tools to develop those required leadership qualities in you.

I will like to recall, to your minds, the lessons drawn from the last Gulf War. Please carry out some studies on the war and you will discover a lot of lessons that would be beneficial to your professional

development and career. You will agree with me that military history provides a superb vehicle to bring out the principles of war, illustrates the value of training and good tactics and provides insights into problems facing the Army today. The study of successful tacticians and leaders helps also to provide insights to solve the problems we face.

It is, therefore, my candid advice to you to cultivate the art of reading and research to enhance your training and development as leaders of the future.

The new Nigerian Army Force Structure has just been put in place and a lot of observations and modifications are beginning to unfold. Although it would take some time before we begin to reap its benefits, a lot of patience have to be exercised in its implementation before one can draw conclusions on its workability or viability. What the Army requires of you at this stage is your unalloyed loyalty, discipline and constructive criticism and suggestions.

After the restructuring programme has been successfully implemented, a good number of the battalions would be fully equipped and combat worthy. Your training at this time, is therefore relevant and timely, as it will enable the Army to prepare the needed middle level leadership to command and lead its new units and formations. As trained company commander's, a lot of responsibilities will be bestowed on you. The success of your units and formations will greatly depend on you. You should, therefore, strive always to develop and improve your proficiency and standards. The Nigerian Army of tomorrow belongs to you and your generation of officers. It is, therefore, only through absolute dedication, hardwork, sincerity of purpose, continuous training, research and steady improvement of your professional competence that you can fit properly into the new dispensation.

You will all agree that the evil traits found in some of our officers today have contributed in destroying the esprit-de-corps and professional ethics of our Army. A lot of negative traits and destructive tendencies are found with officers of your class. Instead of concerning themselves with positive and beneficial aspects of their professional career and life, officers engage in activities detrimental to their career and the national aspirations.

The Federal Military Government of Nigeria is utilizing all machinery within her disposal to pursue and implement the programmes of the transition to civil rule in 1992. This programme must be completed and accomplished on schedule. As disciplined and trained middle class military leaders in the Army of this great country, much is expected from you. Your conduct throughout the remaining stages of the transition programme should reflect the good social norms, military ethics and leadership qualities you have acquired through the training you have undergone in the Army. The Company Commander's Course inclusive. You should not be seen to conduct yourselves in a manner that will give the citizens of this great country the cause to doubt your loyalty, unshakeable integrity and that sincerity of purpose to hand over power to a democratically elected government.

Gentlemen, I have gone to this length to talk to you because of the new trend of political activities going on in the country. The activities of our politicians today give cause to us to reflect on the future of our beloved country-Nigeria. As the giant of Africa and the mere fact that Nigeria is a leading member of the sub-regional body — ECOWAS and our President is the current chairman of the OAU makes it very imperative that we should individually and collectively see to the smooth transition to

civil rule in 1992 as planned on our political chart. This singular success will go a long way to confound our external detractors who claim that the blackman can never rule or govern himself. It will also serve as a model or hallmark for other African leaders to emulate and change to democracy.

We in the military should contribute our quota in ensuring that our civilian brothers do not destroy the social unity and political cohesion which this administration has successfully established within the period it has been piloting the destiny of this great country. The political programme as enunciated by this administration has gradually been mis-interpreted and even abandoned by the politicians to take to the path of anarchy, arson, political thuggery and intimidation. There are now cases of inter or intra party rivalry and killings. These run contrary to the political vision and dreams of the military administration of this country.

With the changing scenes in both regional and global politics it is our professional duties as soldiers to support the transitional programme and prepare ourselves professionally, as assigned to us in the constitution.

I will, at this juncture, conclude my address by congratulating those of you who earned merit awards on this course. Yours was a perfect example of hardwork, dedication and self discipline. I am, however, impressed on the general standard attained by the course. Permit me to say "well done to all of you". I will also like to use this medium to congratulate the Commandant, his staff officers and instructors for successfully turning out this batch of Company Commanders.

We are aware of the constraints the school has been facing in the implementation of its programmes. I will like to assure the Commandant and his staff of the continued cooperation and assistance of the government and people of Kaduna State whenever required. I wish to thank you all for the opportunity you have given to me to share with you the spirit of the occasion. I wish you all a safe return to your units and stations. Thank you for your attention and God bless.

**ADDRESS OF THE MILITARY GOVERNOR OF KADUNA STATE COLONEL
ABUBAKAR TANKO AYUBA fss, psc, mni ON THE OCCASION OF
THE INVESTITURE OF A NEW NATIONAL EXECUTIVE COUNCIL
OF THE COMPUTER ASSOCIATION OF NIGERIA IN
LAGOS ON FRIDAY 9TH AUGUST, 1991**

The President, Computer Association of Nigeria

The Chief Host, Military Governor of Lagos State

The Guest Speaker, Alhaji Aliyu Mohammed — Secretary to the Government of the Federation

Members of the High Table

National Executive Council of COAN

Other distinguished Guests

Ladies and Gentlemen

Let me begin by thanking the President and members of the Computer Association of Nigeria for their very kind invitation to me to be the GUEST OF HONOUR on this auspicious occasion, the investiture of a new National Executive Council that will run the affairs of their Association for the next two years. I must confess to my love for the computer and I must say that apart from other consideration, the love certainly is responsible for my presence here tonight.

The computer no doubt has evolved as a most versatile tool especially in modern day living. An attestation to this is depicted in its wide application almost in every facet of human activities from such fields as:

- a. Entertainment, games and domestic uses
- b. Education
- c. Military Control and Command
- d. Engineering Communication
- e. Commerce Business
- f. Administration
- g. Banks
- h. Manufacturing.

The list is simply endless. The present administration is fully aware of the enormous potentials which the computer holds out for our economic, political and technological development. This awareness in the main, has motivated the administration to embark on massive but systematic computerisation of various segments of our nation. I want to say that the computer can safely be said to have a central role to play in the forthcoming National Census. The Computer is now widely and heavily used in our Banks, NEPA, NITEL and State Water Corporations are all also heavily dependent on the Computer for important functions of their establishments.

The essence of the fore-going is that the computer has surely come to stay in Nigeria, and in very sensitive spheres of our economic and political issues. Slowly but steadily, ELECTRONIC FRAUD is creeping into this country much more so with the current trend of computerization. This monster,

ELECTRONIC FRAUD must be stopped!

It is in this regard that I want to challenge the President, and members of the new National Executive Council and indeed all the members of your Association to stand up and be men and women of honour. If you as computer professionals exhibit very high sense of integrity in the course of performing your duties, I believe the incidences of **ELECTRONIC FRAUDS**, particularly in our Banks and Financial establishments will be greatly reduced. You must be men and women of honour! Resist all temptations and inducement to be fraudulent.

Furthermore, your computer professionals should be mindful of the power of information. Data banks and data basis are very big and popular utilisation of the computer. Be responsible in your use and handling of the vast amount of information committed to your charge in your professional life. Ensure only bona fide and legitimate personnel have access to them. I believe Computer Professionals must exhibit very high degree of responsibility and integrity at all times. To the new National Executive Council, I want to throw the challenges to you to:

- a. Embark on aggressive programmes to educate the Nigerian public on the benefits and degrees of computerisation
- b. Address decisively whatever may be the negative effects of computerisation e.g. unemployment, misuse and abuse of computers.
- c. Inculcate in your members, very high moral and ethical standards in the practice.

You must also ensure as the sole professional body for Computing and Data Processing practice, that Nigeria in the shortest possible time, can get into some degree of computer manufacturing for our own consumption as well as for export. I know we have the right program materials.

In concluding my address, I warmly congratulate members of the new National Executive Council. You have a task ahead of you for this nation. You cannot afford to let us down.

Thank you.

**ADDRESS OF THE MILITARY GOVERNOR COLONEL ABUBAKAR TANKO
AYUBA TO THE COMMUNITY OF ZANGON KATAF LOCAL GOVERNMENT
AREA AT ZONKWA ON SATURDAY, 10TH AUGUST, 1991**

*Leaders and Citizens of Zangon Kataf
Local Government Area.*

This audience with the Deputy Governor, Members of the State Executive Council and other top Government officials has been summoned by me, to enable me speak with and state before you some of our views about some developments in your Local Government Area, and certain facts surrounding them which I feel only this kind of forum necessitates. Let me therefore begin by thanking you for responding so overwhelmingly to our invitation. Intend to publicise this audience as much as possible, but I will also request you to faithfully convey my pronouncements to fellow citizens who are unable to come to this forum.

I want to start by outlining some of my views about your Local Government Area and its people which I have held long before mandated to administer this State, which views were, moreover, reinforced since my assumption of office. I had, in the course of my service and other duties, intimately known many of the prominent Sons and Daughters of this Local Government Area, and I hold them in the highest esteem possible. I also happen to know that this Local Government Area is among the most blessed with human and materials resources. There is, therefore, no reason why this Local Government Area cannot progress and give its citizens the benefits of its human and natural endowments.

It will be naive, all the same, to imagine that you as a community do not have problems peculiar to you. Indeed, it is humanly impossible to find any community without one problem or the other, or one grievance or another. Often, though we imagine that our problems are unique, the truth is that many communities have similar, or even more severe problems. I am saying this because the people of this Local Government need to appreciate the context of our living together, to appreciate the limitations of Government of whatever type in solving problems, and to appreciate the reality that some problems in life, for the individual as well as for the community, cannot be solved totally or overnight.

What makes the problems in your community acute and deserving of attention is the danger that it is being gradually injured by intra-community wranglings and a situation in which the majority of the peace and progress — loving people are being held hostage through the deliberate policy of distorting the facts and situations of their relationship with other communities and with Government. In the first place, you all know that there is not a single Local Government Area where there are no multiplicity of ethnic groups, all of whom want progress for themselves. But other Local Government Areas do not engage each other in a fight-to-finish, during which the elites engage in cross exploitation of the relative ignorance of the people. Other Local Government Areas do not have situations in which every setback or problem in one community is seen by another or others as a progress or something to cheer. Other Local Government Areas do not stop the wheel of progress

because of the existence of one grievance or another. Other Local Government do not allow situations where they polarise along law-abiding and law breaking communities.

It give me no pleasure to state these facts to you, for as I said earlier, this is one Local Government Area where I least expect this sort of situation to exist. What I have said, for the avoidance of doubt applies to the whole Local Government Area, for, as its Citizens we are collectively responsible for its peace and progress, as well as its volatility and stagnation. I know that you are all familiar with developments in the last few months which have largely resulted in the virtual breakdown of peace within the community, and in many areas, of law and order and the flagrant abuse of legally constituted authorities. We have known for a long time that this has worried quite a number of well-meaning citizens, and we also know that the situation has been exacerbated by deliberate distortions of facts, events and developments. One of the reasons for this visit today is to state those facts as they are, so that those who are being wrongly-led to embark on this reckless venture of committing one illegal act after another will stop henceforth.

Let me therefore address the specific issues of the developments which centre around the appointment of a District Head for Zonkwa District. As you all know, the issue of creating additional districts in Kaduna State was on the agenda long before I assumed office as Military Governor of this State. Although there was a very high level of public interest in the matter, its final solution seemed to have remained in the pipeline. On assuming office, I directed to be briefed on the matter, and therefore decided to conclude the exercise once and for all. My briefing included an exhaustive elaboration of the peculiarities of each case, and in the case of Zonkwa District, it included an analysis of certain developments which were already constituting themselves into breaches of security, law and order. I was also made very familiar with its history.

Now let me explain, for the benefit of all, the legal mechanisms for the appointment of District Heads. The law as it presently exists requires that Emirate or Chiefdom Councils under which a particular district is located shall submit three names of persons who apply to them for appointment as District Head to the State Local Government Service Commission, which is the employer of all District Heads, for consideration and appointment as District Heads. The Local Government Service Commission then considers the candidates, and appoints the most suitable, who then as a District Head under the Emir or Chief, is turbanned by the latter. The law does not allow any variation to this procedure, and no variation can be justified under any other consideration. All District Heads appointed therefore had to go through this same procedure, and the State Government, or more specifically, the Military Governor is not empowered by the law to alter it, or impose any candidate outside the law. This is the law and that is what as a Military Governor I am sworn to uphold.

Now, to return to the specific issue of Zonkwa District. Although I am bound by law to respect it, I am also duty-bound to address public issues and problems where they become manifest, and ensure that they become accommodated by the laws of the state and the nation. Prior to the final decision on the districts to be created, therefore, I summoned some leaders of the community who cut across the Local Government, and which included Mr Nuhu Bature, to Kaduna with the objective of identifying possible solutions to this problem. I can now tell this gathering that we had a most frank discussion on all aspects of the Zonkwa District Headship, and the basic conclusions then were that

the Bajju Community should forego the problematic demand for a Chiefdom, and accept a District instead. It was also agreed that Mr. Nuhu Bature should approach and apply to the Emir of Zazzau as a Citizen of a District under the Zazzau Emirate to be considered as a District Head.

We know that Mr. Nuhu Bature initially applied not to the Zazzau Emirate Council but my office, and I personally and specifically advised him to apply to the Zazzau Emirate Council. We have documentary evidence to that effect. Furthermore, although he did not apply to the Zazzau Emirate Council, in writing as and when he was supposed to, it is also a fact that he visited the Emir of Zazzau on at least two occasions, during which he sought pardon for his actions and pronouncements. I am stating these facts here because I have very strong suspicions that the majority of Bajju people do not know this.

There have also been other facts that were distorted or not made available at all. One such distortion was that I as the Governor of Kaduna State had pledged to make Nuhu Bature a District Head. I have already stated that I have no powers to do so. Another is that Government of Kaduna State therefore deceived and betrayed the Bajju Community. Again there was nothing that required a whole Community to be deceived.

We then had a situation where another person who had fulfilled the legal requirements to be considered as a District Head of Zonkwa was appointed. Since and even before then, we had had series of challenges to law and order, and pronouncements from some groups and individuals which portray a whole community as if it is in virtual rebellion. In addition, I have received numerous letters and petitions and reports all of which end up of threats of sustaining these acts of illegality unless and until certain demands are met.

Let me state that as a government, we have watched some of these challenges for a while now in the firm belief that the community itself will call itself to order. We had hoped that wise counsel will prevail, and that the voice of reason, especially from those well-placed to know the facts, will put a stop to these acts. I am sorry to say that our expectations have not been vindicated.

It now appears that the careful and advised restraint on the part of the State Government is being misconstrued as a weakness or fear. There does not seem to be any evidence, either, that those responsible for turning this peaceful community into a lawless community overnight will heed to the voice of wisdom. Other communities are watching the escalation of acts of lawlessness, and we are not unaware of the replicating potentials of these acts. The many law-abiding citizens of this community who have long appealed for some action on our part appear to be losing hope. Other communities are getting frustrated and angry that the action of a few persons is constituting a major stumbling block to the peace and progress of their Local Government Area, not to mention the very bad image which it is attracting.

Let me say therefore that we have come to the limit beyond which a responsible Government cannot continue to watch without acting to restore respect for law and order. Our patience and resolve to recognise the normal but legal expression of dissent in any community is now exhausted. It will be most irresponsible to continue to allow a few individuals to hold a whole community to ransom, and create pockets of anarchy as if they are immune to the laws of our nation. Our laws do not recognise as special and out of its reach any group or individual, and no act of illegality can be excused

or explained under whatever provocation. Every community has one grouse with Government, whether imaged or real, but it does not declare a virtual rebellion against the State over it.

There are therefore numerous acts of illegality which we expect to see stopped henceforth. The continued threat to some legally-appointed persons such as the Village Head and the District Head must stop. The demonstrations which sometimes result in damage to property and assault on persons must stop. The illegal collection of taxes by persons who have no authority to do so must stop. So is the refusal to pay taxes and the Community Development Levy. The campaign to subvert the Transition to Civil Rule Programme is a serious crime, and we shall not hesitate to deal appropriately with the saboteurs. The Bajju Development Association, is yet an unregistered association, and its activities are therefore illegal. Even if and or when it becomes registered, its constitution does not allow it to engage in politics or appointments into public offices.

While we shall not hesitate henceforth to apply the full weight of the law whenever it becomes necessary, it is my ardent hope that this warning will suffice to restore normalcy to this area. I shall expect leaders of your communities to use their privileged positions to call to order those bent on this reckless path. I shall expect responsible members of the Community to remind the youth that causes are won and lost, often solely on the basis of an understanding of when to fight and when not to. There are numerous paths to any objective for any community, but a confrontational path which is likely to leave the community worse-off is a bad choice.

Fellow Citizens, I began by stating my respect for many of the Citizens of this Local Government Area whom I know intimately, and of the many assets which you have to become a truly great Local Government. I have not lost that faith, and I will not hold the whole community responsible for the actions of a few individuals. But no matter how blessed you are, you require unity, peace and stability to progress. I believe you can do this, and I pray that it will not require the full weight of the State to free this Local Government from its present state of anarchy and stagnation. Thank you for listening, and good afternoon.

**SPEECH OF THE MILITARY GOVERNOR OF KADUNA STATE, COL
ABUBAKAR TANKO AYUBA, AT THE LAUNCHING OF THE NATIONAL
TREE PLANTING CAMPAIGN FOR THE YEAR 1991 AT GIWA ON TUESDAY,
13TH AUGUST 1991 AT 10.00 A.M.**

*The Deputy Governor,
Members of the State Executive Council,
The Secretary to the State Government,
Your Royal Highnesses, Emirs and Chiefs,
Chairmen, Local Government Councils,
Distinguished Guests,
Ladies and Gentlemen,*

I am delighted to be with you today to Launch the Kaduna State Chapter of the 1991 National Tree Planting Campaign.

I am sure many of us who are gathered here today are aware of the important role that trees play in the sustainance of the environment. In fact, tree are the very factories from where the oxygen we breath is manufactured.

But alas, because man underates the importance of trees, he destroys them and makes no effort to replace them. The frequent changes we witness in our environment and the ecosystems are not unconnected with the wanton destruction of the vegetation around us. These changes include draughts, floods, erosion, decication and desertification, which have far-reaching adverse consequences wherever they occur.

Man is by and large, the architect of his own environment. He can build it up into a healthy, prosperous and convenient habitat or destroy and make it a dangerous, unhealthy and poor one. the Federal Military Government embarked on the annual National Tree Planting campaign in an effort to combat these adverse changes brought about by lack of adequate vegetative cover. This should be taken very seriously by all and sundry if we are to save our environment.

This year's theme for the Tree Planting Campaign is "Family Wood Lots." This implies that every farming family should plant tree to have their own woodlots. By so doing, families can use wood from their woodlots and thereby reduce pressure on the scanty Forest Resources of the State which is fast depleting.

It is advocated here especially for large scale farmers to divide their farms into compartments and plant trees on the boundaries of these compartments. This will help check erosion, provide shade and fooder for livestock.

The Federal Military Government in an effort to increase the vegetative cover in the Country, has called on all states to increase their forest cover up to 20% of the land area of the state. And this can only be attained if all individuals get involved in tree planting.

Kaduna State is blessed with forest resources but these still fall short of the 20% required. So far about 640sq. km. are under reservation.

Furthermore, because of the strategic location of Kaduna State a lot of pressure from needy neighbouring states is being put on the scanty forest resources.

A lot of cases of illegal encroachment into forest reserves and illegal exploitation have been reported. I remember during my tour of Local Government Areas, I warned that any timber extracted illegally should be seized including the vehicle carrying it and I still stand by that directive.

Kaduna State has been making concrete efforts to develop and increase its forest resources. In pursuance of that, the State has established 6,000 hectares of commercial plantation and in addition, one thousand hectares of industrial plantation is being undertaken this year. Further to this the State Government will embark on planting trees along rivers to prevent decimation and siltation as well as increase the vegetative cover of the State.

To further reduce the over dependence on the scanty vegetation for fuelwood, the government is looking into ways of getting alternative sources of energy to firewood, for domestic cookings.

To cap it all, the Kaduna State's efforts in developing its forest resources have been commended by the World Bank as being the best in the Country. Having set this standard, Ladies and Gentlemen, it will be a disservice for anybody to let the State down after attaining this glorious position in forestry development.

I therefore, call on all Emirs and Chiefs and Local Government Chairmen, Women Organisations, Youth Clubs, School and Farmers to support this Campaign, by planting trees in their farms, premises and gardens.

Tree seedling will be provided by the Forestry Division of the Ministry of Agriculture and Natural Resources free of charge. I believe all the Local Government Chairmen are making preparations to launch the Tree Planting Campaign in their respective areas at a date of their choice but not later than 31st August, 1991.

Let me also seize this opportunity to announce the availability of fruit trees which the State DFFRI has in abundance for sale. The record of the State DFFRI in this regard is exemplary, and fruit tree seedling such as palm trees, paw-paws, guavas, mangoes, etc are available at very cheap prices for sale. I call on the members of the public to patronise this opportunity.

Finally, Ladies and Gentlemen, it is my pleasure to declare the Kaduna State Chapter of the 1991 National Tree Planting Campaign launched by planting a tree here in Giwa, Igabi Local Government Area.

Thank you and God bless.

**ADDRESS OF THE MILITARY GOVERNOR, COLONEL ABUBAKAR TANKO AYUBA AT
THE OPENING OF THE SEMINAR ON THE 'POLITICAL ECONOMY OF THE TRANSITION
PROGRAMME' ORGANISED BY 'THE CITIZEN' AT LUGARD HALL, KADUNA
ON 20TH AUGUST, 1991**

Let me thank you most sincerely for the privilege to share this occasion, and praise the foresight of the management of *The Citizen Magazine* for opening up a most interesting aspect of the Transition to Civil Rule Programme for an informed discussion. Let me also use this occasion to state what has now become generally obvious: namely the rapid speed with which *The Citizen* has established itself among the Nigerian Media as a Magazine with deep intellectual roots, and a frank and open approach to issues. I am aware that this Magazine had taken a number of strong positions on certain aspects of the Transition to Civil Rule Programme, such as the Open Ballot system and the Voter's Register, and although it is my view that some of its punches could, with some consideration, been pulled, I hope all the same that this seminar will succeed in increasing our awareness of the overall concept, efficiency and constrain of the Transition Programme.

The choice of the theme, Political Economy of the Transition to Civil Rule Programme suggests a welcome concern to examine the fundamentals of an era in our political history which has become a major watershed. Perhaps it is natural that various aspects of this programme have only received casual and often narrow analysis especially in the popular media unity now, since the complex elements in the programme need to be reduced to understandable limits. But a thorough-going and intellectual assessment of this programme is also necessary. Allow me, therefore, to offer a few suggestion that you may find useful during the course of your discussions.

First of all, there is the need to situate this programme properly in its historical context. It should be seen in the light of the elements in our history and contemporary contexts which it seeks to address.

Secondly, it must be seen in the light of the interests it seeks to represent and champion. That is to say, it should be analysed in the light of both its stated objectives, as well as its appearance at the limited and popular levels.

Thirdly, it must be analysed in a holistic manner. The inter-dependence of its various elements, and their degree of integration with each other and with the overall objective, need to be critically assessed.

Fourthly, it should be assessed pre-eminently as a uniquely Nigerian experience, and the parameters which we use in such assessment must be rooted firmly in our system, our contemporary realities, and must have meaning for our people.

Distinguished participants, Ladies and Gentlemen, the Transition to Civil Rule Programme is among the most comprehensive political and economic packages ever introduced into our Nation, and it is also on record as being among the most widely discussed. It is also a fact that notwithstanding our past which have been characterised by one experiment, failure of another, Nigerians are an intensely political people, and it is only natural that this Programme is debated in an open atmosphere and by all shades of opinion. This is one of the ways in which we can ensure that it is understood and supported by all Nigerians. The programme, as we are all aware, is perfectly on target, but Nigerians must never waver in their support for it. Between now and the end of the year, two major aspects of the programme, namely the Population Census coming up in October and the Gubernatorial election in December will demand the Nation's resolve to demonstrate its break with past mistakes, as well as a willingness to usher in a new era in our political history.

Let me conclude therefore by calling on all Nigerians to support the Transition Programme by practically demonstrating those values which it seeks to usher-in. Thank you once again, and good morning.

**ADDRESS BY THE MILITARY GOVERNOR OF KADUNA STATE COL. A.T. AYUBA,
AT THE OPENING CEREMONY OF THE NATIONAL CONFERENCE ON LOCAL
GOVERNMENTS AT LUGARD HALL, KADUNA, ON TUESDAY,
27TH AUGUST, 1991 AT 9.00 A.M.**

I extend to you the warm welcome and sincere wishes of a happy occasion from the Government and people of Kaduna State. As a State it has always been a happy occasion to welcome the nation, and your distinguished gathering here gives us great pleasure. I am sure you know how proud we are as a State to play permanent host to virtually every community across the nation. I do hope you will find time to visit friends and relations, and I challenge anyone here to come to my office and tell me that he or she could not find a friend, relation or countryman.

We offered to host this annual event this year basically to re-inforce our position in the nation as one State which has a healthy respect for the Local Government system under its present set-up. So much is happening within our Local Government system, which requires both patience and a broad mind from practitioners and observers as well. Grey areas often become centres of potential or actual friction, and a State government must never lose sight of the underlying principle that institutions, like people, must learn to grow, and grow stronger as they learn. Our attitude to these fast and profound changes has remained open-minded, and our State-Local Government relations has remained excellent.

Undoubtedly, following the assumption of office of democratically-elected Local Government Chairmen and Councillors, some degree of tension was reasonably expected, as the head and the body adjusted to each other. I am sure we were not alone in being inundated with demands for the power to fire, and occasionally, hire especially senior Local Government employees by Chairmen of Local Government Councils. The directive, therefore on the appointment of Secretaries of Local Government Councils, when it came, was a major relief. But there are, as you no doubt are aware, areas that appear frustrating to Chairmen and Councillors, and, in many cases, appear threatening to Local Government employees.

I have no doubt that you will discuss the strains under which the Local Government service is operating. I would strongly suggest that you devote considerable attention into ways in which the Local Government Service Boards can be made to function without suspicion from Local Government Councils. Certainly, the call in some quarters for abolishing State Local Government Service Boards, may have some value in the future, but for the present, our concern must be to see our Local Governments function and develop with the assistance of a system that maintains that developmental machinery intact and efficient.

Distinguished Ladies and Gentlemen, you shoulder the major task of providing the human infrastructure that will stabilize our Local Governments as effective Third Tier of Government. The human element is critical, and as you very well know humans make and humans destroy good ideas. In order to make an impact on their citizens, Local Governments must, in practical terms, move away from their old bad image as centre of plunder. Their leaders must live above board, and so should their employees. Local Government employees who lead ostentatious lives will no doubt attract the hostility of all who deal with them, especially the people they are paid to serve. Without some effort to curb the tendency to abuse public trust and funds, all our good intentions to create effective Local Government Councils will only go to make a few rich.

Distinguished Invitees, Ladies and Gentlemen, as I conclude this address, I wish you a very happy stay in Kaduna, and a productive conference. Thank you, and good morning.

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