

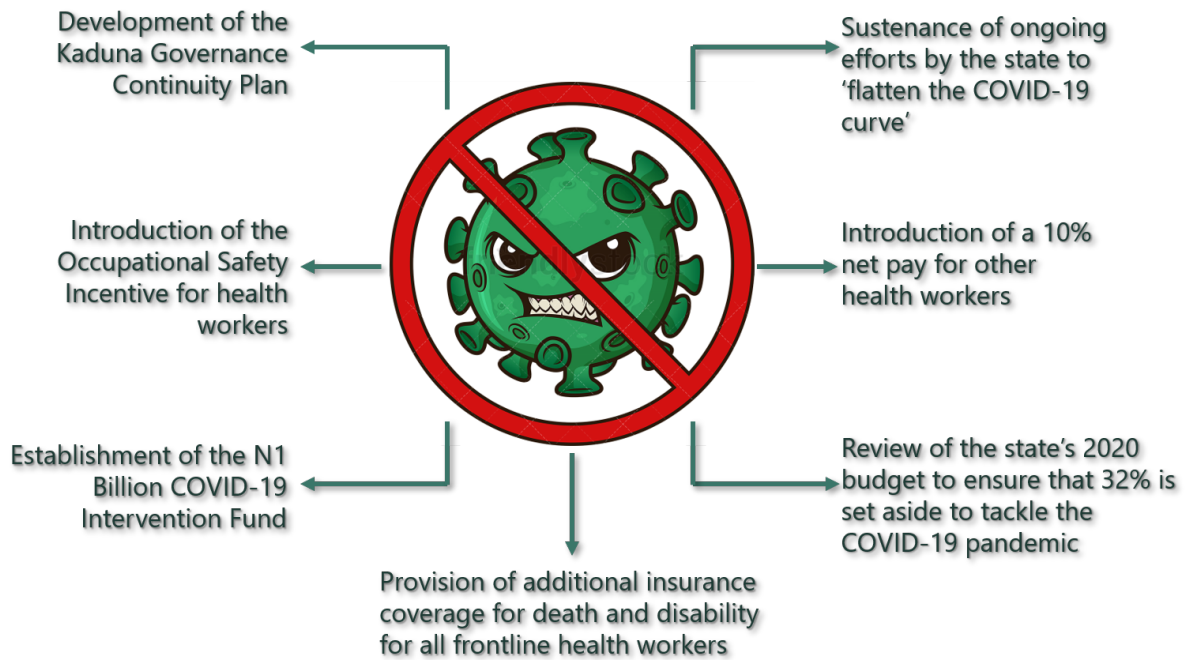
# A REFLECTION OF CHANGE

## WOMEN OF CHANGE SERIES



In 2019, and for the first time in Kaduna's 103-year rich history, the state generated N44.030 Billion, a 50% increase in Internally Generated Revenue (IGR) collection from the previous year. With support from FCDO's PERL programme, the beginning of 2020 was ushered in with ambitious plans to ensure Kaduna State meets its new long-term IGR goal – to generate at least N100 Billion in a single fiscal year. On the 29th of March, Kaduna's reform champion and Governor Mallam Nasir El-Rufai took to his personal twitter account to inform users that he had tested positive for the novel Coronavirus, thus making him the state's index COVID-19 case. It was clear that priorities had to change and reports from Political Economy Analysis indicated a likely halt in the governance reform processes; fortunately, this did not materialise. Since the Governor's announcement, Her Excellency Dr. Hadiza Balarabe, Kaduna's first female Deputy Governor and the second in Northern Nigeria was saddled with the responsibility of not only acting Governor, but also managing the State Steering Committee for COVID-19 (and its composite strategic sub-committees made up of professionals responding to various pillars of the COVID-19 response strategy). A medical doctor by training, she has been described as strategically suited to navigate Kaduna in the trying times ushered in by the pandemic, with Governor El-Rufai describing her as "a superstar, who has great capacity for leadership". Efforts made by Dr. Balarabe have been instrumental to implementing the Kaduna Governance Continuity Plan and sustain the ongoing efforts by the state to 'flatten the COVID-19 curve'.

Efforts made by Dr Balarabe have been instrumental to the:



These efforts have ensured an increase in personnel costs for the health sector, introduced an Occupational Safety Incentive for health workers, which also includes a 10% net pay for other health workers and the provision of additional insurance coverage for death and disability for all frontline health workers. Amidst the uncertainty, the state has also set aside a N1 Billion COVID-19 Intervention Fund and has reviewed its budget to ensure that 32% is set aside to tackle the COVID-19 pandemic.

### Deputy Governor of Kaduna State

Assumed office in 2019 as the first female Deputy Governor in the State. Presented the Kaduna State 2020 budget before the State House of Assembly – the first woman in northern Nigeria to do so.

### Woman in Governance

Joined the PERL Women in Governance Community of Practice in 2018. Gained additional skills that have aided exceptional performance in her various roles in the state.

### Former Director Public Health – Federal Capital Territory Administration (FCTA)

Served in this capacity for 2 years

### Public Healthcare Expert

Obtained Medical Degree in 1986 from the University of Maiduguri.

### Former Executive Secretary – Kaduna State Primary Healthcare Development Agency (SPHCDA)

With support from PERL, strengthened SPHCDA and promoted the delivery of improved health services to residents across Kaduna State.

- Corporate Planning
- Succession/ Replacement Planning
- Employee Workload Analysis
- Capacity Development Planning
- Service Charter Development

## Diamond in the Rough

“ Our (Kaduna State Government) resolve to use all preventive measures at our disposal remains strong. We are committed to pragmatic and rational means to increase the chances that all our people stay safe, stay home and stay alive - Dr Hadiza Balarabe ”

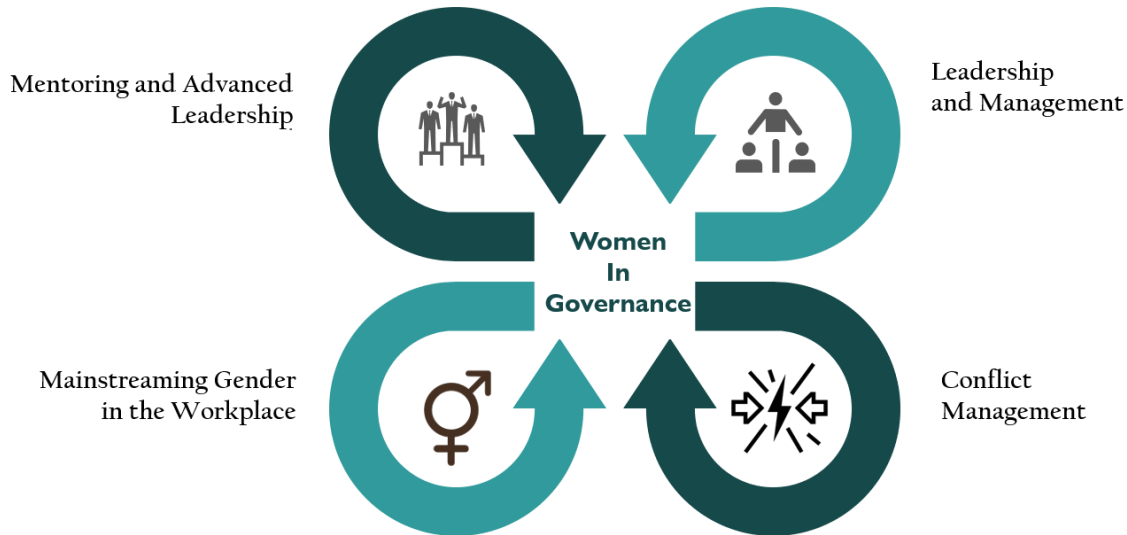
Through various roles, Dr Balarabe has honed her skills as a Public healthcare expert, a formidable Woman in Governance. Prior to becoming the Deputy Governor of Kaduna State, Dr Balarabe had a successful career in academia before serving for two years as the Director for Public Health at the Federal Capital Territory Administration (FCTA), a role she held until her appointment as the Executive Secretary of the Kaduna State Primary Healthcare Development Agency (SPHCDA) in January 2016. In this role, she received technical assistance to strengthen the SPHCDA and promote the delivery of improved health services to residents across Kaduna State. PERL's support included the restructuring of SPHCDA through the implementation of various phases of the corporate planning process. She was also supported to structure a succession/ replacement plan, to carry out a workload analysis and to develop a capacity development plan, as well as a service charter, with a baseline survey carried out for the implementation of the service charter for the Agency. Dr Hadiza Balarabe was selected as the Executive Governor's running mate for his re-election bid in 2019 and is now currently serving as the Deputy Governor of Kaduna State.



Noting a rough start, rife with challenges stemming from being a woman in governance in a male dominated space, Dr Hadiza noted during her years in public health she faced resistance from junior team members and rigid patriarchal structures. Since assuming her new role, Her Excellency, the Deputy Governor has taken the technical assistance provided by PERL in her erstwhile role as the Executive Secretary of SPHCDA several steps further by developing Job Descriptions and setting Performance Standards for Commissioners, Permanent Secretaries and Heads of Agencies in Kaduna State. This forward-thinking leadership will largely impact on the delivery of their duties and result in impact on services accessed by citizens.



# The Women In Governance Initiative



The Women in Governance Community of Practice (CoP) was officially launched on the 28th of February 2018, just ahead of International Women's Day with 15 members and the theme: "Stronger Together." By March 2020, its membership had grown to 52. Since the launch of the Community of Practice, there have been three training programmes to improve the overall performance of these change agents to deliver better services. The first, held in February 2018, provided AWARD certified leadership and management skills building through well-defined modules and team building activities. In September 2018, there was a second Community of Practice gathering for a one-day conflict management training. In January 2019, the expanded Community of Practice met again for an AWARD certified four-day advanced leadership and mentoring training, following the identification of the women to understand and deploy mentoring skills within their organisations to optimise performance.

Through her resilience and in sharing her experiences, Dr Hadiza has been a valuable resource to her peers in the WinG CoP. She has also benefitted from the networking and skills strengthening opportunities the CoP provides. She has been a founding member of the Women in Governance community of practice since its inception in February 2018. It is indeed notable that she is the first deputy governor, male or female, to present the state's budget to the State House of Assembly. While there remains much to be done to increase female representation, her exemplary leadership is indeed blazing a trail for other women in governance, as she executes her duties with resilience and excellence.

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