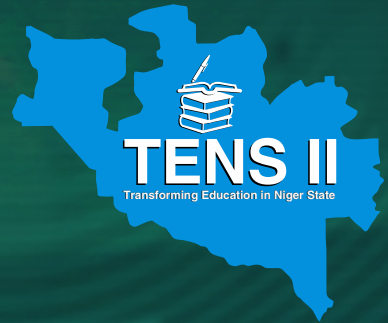




TENS II

Transforming Education in Niger State

Federal Republic of Nigeria



6th EDITION

UNGA80

80th Session of the United Nations General Assembly



His Excellency

MOHAMMED UMARU

BAGO

THE EXECUTIVE GOVERNOR OF NIGER STATE
FEDERAL REPUBLIC OF NIGERIA



Editorial

UNGA 80: Strengthening Unity, Driving Innovation and Shaping Africa's Future for Peace and Development

The 80th Session of the United Nations General Assembly (UNGA 80), held in September 2025 in New York, marked a defining moment for the future of Africa's development and global cooperation. During the High-Level Week from 21–30 September, some of the world's most prominent leaders, policymakers, and industry experts gathered under this year's theme, **"Better Together: 80 Years and More for Peace, Development and Human Rights,"** to renew their commitment to unity and shared progress. Across every forum, one message resonated clearly: the world's most pressing challenges, from climate change and global health crises to social inequality, poverty, and conflict, can only be overcome through global collaboration, shared responsibility, and tangible, accountable action.

Under the leadership of **His Excellency, Mohammed Umaru Bago, Executive Governor of Niger State, Federal Republic of Nigeria**, the Niger State delegation presented the State's transformative agenda for economic growth, industrial expansion, and sustainable development. At multiple high-level engagements, including the landmark Niger State Side Event, delegates from the Niger State Government and MRL® Public Sector Consultants (MRL®) showcased how sub-national leadership can strengthen both national and global outcomes. These engagements served as a platform to demonstrate Niger State's achievements and notable progress towards the **Sustainable Development Goals (SDGs)**, reinforcing the State's role as a model for innovative, data-driven, and people-centred governance.

Throughout the week, several cross-cutting themes emerged that would shape policies, programme design and the future of sustainable development in the years ahead. From data and technology to inclusivity and peacebuilding, every discussion underscored education as the foundation of sustainable development, highlighting it as the bedrock for long-term social and economic transformation. Through flagship initiatives such as the **Transforming Education in Niger State (TENS II) Programme**, Niger State reaffirmed its commitment to advancing education reform, expanding digital learning, strengthening data systems, and investing in human capital. At UNGA 80, Niger State demonstrated a clear shift from pledges to progress.

As the United Nations commemorates eight decades of service, UNGA 80 reaffirmed that the world stands at a critical turning point. This year's dialogues reflected a decisive shift from rhetoric to results. The path forward will be defined by transparency in leadership, investment in education, intentional inclusion, and relentless execution. For Africa, this marks a pivotal transition from vision to implementation, one that underscores the continent's readiness to write its own story.



Moyo Awodiya

*Associate Consultant
(Communications and
Stakeholder Management)*

MRL® Public Sector Consultants



Sonia Okechukwu

*Associate Consultant and
Executive Assistant*

MRL® Public Sector Consultants

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NIGER STATE

Side Event at the 80th Session of the United Nations General Assembly 2025

THEME

Bridging The Gap: Subnational Development, Human Capital, And Agricultural Transformation

CONCEPT NOTE AND AGENDA



NIGER STATE
PLANNING COMMISSION

VENUE: 21st Floor, Nigerian House, New York
DATE: 26th September, 2025.

The TENS II Editorial Team

Moyo Awodiya
Editor

Sonia Okechukwu
Editor

Moses Are
Graphic Designer

Pre-UNGA Preparation

Laying the Groundwork: Preparing for UNGA 80

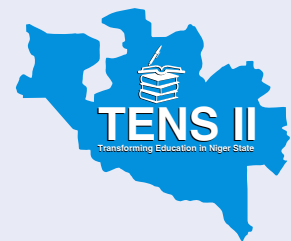
In August 2025, a pivotal meeting took place at the Niger State Universal Basic Education Board (NSUBEB) Old Secretariat in Minna, bringing together the MRL® team and officials from the Ministry of Basic and Secondary Education. The purpose was to review progress on the Education Personnel Management Information System (EPMIS), address challenges, and plan the next crucial steps toward a successful implementation.



At the heart of Niger State Government's presentation to the United Nations was a portfolio of flagship initiatives that demonstrate how targeted reform, innovation, and inclusive governance can create systems that work for people. These initiatives collectively capture the essence of Niger's ongoing transformation and its alignment with the United Nations Sustainable Development Goals (SDGs).

Foremost among these were:

The Transforming Education in Niger State (TENS II) Programme, which continues to redefine the educational landscape by expanding access, improving teacher capacity, and drastically reducing the number of out-of-school children. TENS II represents Niger State's strategic commitment to ensuring that every child has the opportunity to learn, thrive, and contribute to the State's long-term growth.



The Education Personnel Management Information System (EPMIS), a cutting-edge digital platform that revolutionises the management of educational personnel through real-time data analysis, enabling smarter resource allocation, equitable teacher deployment, and efficient infrastructure monitoring.

In addition to the TENS II Programme, which fell under Human Capital Development (HCD), which focused on education and health, the preparation involved identifying other opportunities for collaboration in climate-smart agriculture, digital governance, infrastructure, and service delivery. Under the remit of health, was the Health Sector Transformation Programme.



The Health Sector Transformation Programme (HSTP) which complements education reform by tackling systemic health challenges. Using data-driven methods, geospatial mapping, and inclusive planning, HSTP is strengthening healthcare access and improving outcomes across all 25 Local Government Areas (LGAs) in Niger State.





Strategic Preparation Beyond Logistics

Preparing for UNGA 80 was a multidimensional process that extended far beyond logistics. It was a strategic and coordinated effort to present the **New Niger Vision 2055** and the State's achievements as tangible examples of SDG-aligned action. The preparations involved the MRL® Team engaging with various stakeholders, ministries, departments, and agencies (MDA's). Examples of stakeholders included, the Secretary to the Government, the **Niger State Planning Commission**, the **Ministry for Basic and Secondary Education**, **Ministry for Agriculture**, **Ministry of Industries, Trade and Investment**, **Ministry for Science and Technology**, the **Ministry for Environment and Climate Change**, the **Ministry for Primary Health Care**, the **Ministry for Secondary and Tertiary Health**, the **Ministry for Communication Technology and Digital Economy** to mention a few.

The team undertook a range of preparatory tasks: compiling reports, updating programme websites, designing accessible

digital repositories, and producing high-quality visual and print materials that could effectively communicate complex results to a global audience.

Every department and MDA contributed to this effort. Senior ministry officials, other civil servants, analysts, designers, and consultants worked meticulously to curate evidence of impact in key thematic areas such as, The Special Agro-Industrial Processing Zone (SAPZ), education, human capital development, agriculture, Niger Foods, health, data innovation and implementable initiatives that collectively demonstrate Niger State's commitment to building resilient systems and uplifting communities.

Dr Roni Ajao, Executive Director of MRL® Public Sector Consultants, supported by Barr. Sonia Okechukwu, an Associate Consultant and Executive Assistant participated at the UN High-Level Week in their capacity as the Education Consultants for the Niger State Government. Other

key members of the MRL® team supporting the process were Adayi Peterside, Principal Consultant, Moses Are, Graphic Designer, Moyo Awodiya, Associate Consultant, and the media team, Michael Aderemi (photographer and videographer), Audu Samson (photographer) and Samuel Fajuyi (Project Support Officer), who all contributed to the preparation for UNGA 80 and exemplified collaborative team efforts.

The preparation process itself became a microcosm of the shared values between the Niger State Government and MRL®, namely collaboration, innovation, and evidence-based impact. Detailed programme documentation was prepared in Niger State and for logistical purposes printed in the United Kingdom. Multimedia content was curated to illustrate measurable change to ensure that Niger's story of reform was communicated with precision and authenticity to an international audience.

Showcasing Data-Driven Transformation

The showcase at UNGA 80 provided a global platform to highlight the State's data-driven governance model – one where reform is not only visionary but verifiable. By demonstrating how education, health, agriculture, human capital, development, and digital innovation intersect the Niger State Government presented a strong case for cross sector sub-national development. These thematic areas and others were laid out in the New Niger Vision 2055, the SAPZ Handbook and the Human Capital Development Investment Framework prepared by the Niger State Planning Commission. It recognised that development must be both human-centred and technologically enabled.

The printed reports on TENS II, such as, The Education Census report, Challenges in the Education Sector, the Critical and Overarching Recommendations Report and the Education Person-

nel Management Information System (EPMIS) report and leaflets illustrated the steps that have been undertaken to show how data, transparency and institutional coordination can overcome deep-rooted systemic challenges.

Meanwhile, the Health Sector Transformation Programme (HSTP) report presented the ongoing activities currently being implemented across Niger State, including the expansion of primary healthcare infrastructure, the integration of geospatial health mapping tools, and the rollout of digital data collection systems to understand the state of service delivery. Collectively, these initiatives reinforced Niger State's commitment to ensuring that healthcare reforms are evidence-based, inclusive, and responsive to local needs.

The presentations on the New Niger Vision 2055, the SAPZ, the

Human Capital Development Investment Framework, Niger Foods, TENS II, EPMIS, and HSTP provided a cohesive picture of Niger State's holistic approach to governance – one grounded in data, innovation, and equity. These initiatives exemplified how a state-led vision, supported by technical expertise and strong partnerships, can accelerate progress towards the Sustainable Development Goals (SDGs) while building institutional resilience for the future.

UNGA 80 was therefore not merely a stage for recognition, but a space for dialogue – a chance to share best practices, attract strategic partnerships, and forge new alliances for scaling impact. It became an avenue to celebrate Niger State's progress, renew commitments, and inspire collaboration across governments, development partners, and investors dedicated to Africa's sustainable future.





“Education is not a privilege for the few, but a necessity for the masses; For it is the foundation of any society.”
– Dr. Roni Ajao

Executive Director
MRL® Public Sector Consultants



Arrival in New York

Sonia Okechukwu

Associate Consultant and
Executive Assistant
MRL® Public Sector Consultants



MRL® Public Sector Consultants

A Roadmap to Sustainable Development

Ultimately, the road to UNGA 80 was about affirming the Niger State Government's mission to build systems that work – systems defined by inclusion, efficiency, and accountability. It reinforced the message that data-led governance can accelerate sustainable transformation when coupled with political will and human-centred innovation.

As the Niger State Government and MRL® took to the global stage, this was undertaken with a united purpose, vision, and execution. Together, the organisations amplified Niger State's inspiring story of reform and resilience, demonstrating how strategic leadership, innovation, and collaboration can redefine development outcomes.

UNGA 80 thus marked the beginning of a new chapter – one that cements Niger State's position as a model for reform-driven development and affirms MRL®'s role as a trusted partner in shaping data-led, people-centred progress across Africa.



Unstoppable Africa 2025

The Big Push: Africa Shapes the Markets



Unstoppable Africa 2025, convened by the Global Africa Business Initiative (GABI) and the United Nations Global Compact (UNGC), took place from 21st – 22nd September 2025 in New York during the High-Level Segment Week of the United Nations General Assembly.

This annual gathering has evolved into one of the most significant platforms for continental dialogue, bringing together Africa's foremost political leaders, private-sector executives, innovators, and artists to explore how the continent can translate potential into measurable, inclusive progress. Over two days of rigorous debate and collaboration, participants charted new pathways for transforming Africa's education systems, scaling sustainable industries, unlocking digital innovation, and strengthening regional trade integration.

Representing MRL® was Dr Roni Ajao, Executive Director, whose engagement underscored the firm's commitment to evidence-based public-sector transformation in Africa. Among Africa's most influential voices, Dr Ajao drew attention to Niger State's flagship Transforming Education in Niger State (TENS II) Programme—an ambitious reform initiative designed to transform Niger State's Educational landscape, tackle the issue of Out-of-School Children, improve learning outcomes, and build institutional capacity for long-term educational sustainability.



Day One: Reimagining Africa's Development Trajectory

The first day opened with distinguished hosts **Folly Bah Thibault** and **Larry Madowo**, whose thoughtful moderation interlaced discussions on trade, technology, creative industries, and sports as engines of socio-economic mobility. **Dr Ngozi Okonjo-Iweala, Director-General of the World Trade Organization**, delivered a powerful opening keynote emphasising the urgency of deepening intra-African trade under the African Continental Free Trade Area (AfCFTA).

Dr Okonjo-Iweala called on governments and investors alike to re-evaluate risk perceptions of African economies, diversify value chains, and build resilient regional markets capable of withstanding external shocks.

His Excellency, António Guterres, Secretary-General of the United Nations, present at the event, reinforced Africa's indispensable

role in global problem-solving, from climate action to supply-chain resilience. In addition, **Amina J. Mohammed, UN Deputy Secretary-General**, challenged African stakeholders to convert the continent's youthful demographic advantage into a catalyst for equitable growth, reminding delegates that inclusion and gender parity remain central to lasting development.

Throughout the sessions, speakers reiterated that education, data, and innovation form the bedrock of Africa's transformation. With over 60 percent of its population under 25, Africa stands at a demographic crossroads—its success dependent on equipping the next generation with digital, technical, and creative competencies. These themes resonated strongly with MRL's advocacy of TENS II, whose interventions integrate

teacher training, community engagement, and data-driven monitoring frameworks to ensure that every child has access to quality education.

During strategic networking sessions, Dr Ajao highlighted MRL's ongoing activities across education and health, particularly TENS II and HSTP in Niger State. Dr Ajao held conversations with industry leaders spotlighting how data-driven planning and strong governance frameworks can attract sustainable financing while aligning with the Sustainable Development Goals (SDGs). The discussions generated significant international interest, situating Niger State as a credible model for sub-national reform in Africa.



AMINA J. MOHAMMED
Deputy Secretary-General, United Nations

Collective Leadership and Transformative Ideas

Prominent voices such as **His Excellency, Duma Gideon Boko, President of Botswana**; **Prof. Jeffrey Sachs of the UN Sustainable Development Solutions Network**; and **Anna Bjerde of the World Bank Group**, reinforced the shared view that Africa's advancement will depend on educating the continent, transparent institutions and data-driven decision-making. Complementing these insights were interventions from Africa's financial leaders, including **Samaila Zubairu (Africa Finance Corporation)**, **Alain Ebobissé (Africa50)**, **Dr Leila Fourie (Johannesburg Stock Exchange)**, and **Aminu Umar-Sadiq (Nigeria Sovereign Investment Authority)**, who outlined the role of innovative financing, blended capital, and regional cooperation in building infrastructure that supports human development.

The first day concluded with a powerful artistic interlude by **Maryam Hassan Bukar, the UN's first Global Peace Advocate**, whose spoken-word piece "When Africa Is Unstoppable" evoked the continent's enduring spirit and capacity for reinvention.



Day Two: Asserting Africa's New Agency

The second day deepened discussions under the theme "Africa's New Agency." **His Excellency, Julius Maada Bio, President of Sierra Leone and Chair of ECOWAS**, presented a compelling vision of continental self-reliance anchored on education, industrial collaboration, and regional integration. **Pamela Coke-Hamilton, Executive Director of the International Trade Centre**, urged African economies to diversify beyond traditional partners by forging new trade alliances with emerging markets such as Korea, the UAE, and Indonesia, thereby strengthening

Africa's negotiating power within the global economy.

A symbolic highlight was the recognition of **Cpl. Ellyanne Wanjiku Chlystun-Githae, Africa's youngest Climate Finance and Health Champion**, whose advocacy for environmental sustainability and equitable healthcare embodied the inter-generational vision of Unstoppable Africa. The creative presence of **Ava DuVernay, Mpumelelo Tevin Mhlongo, Marcus Samuelsson**, and **Tiwa Savage** added cultural resonance, demonstrating how art, sport, and cuisine are equally vital to the

narrative of African excellence.

Following the sessions, Dr Ajao was fortunate to have a discussion with His Excellency, Julius Maada Bio, President of Sierra Leone and Chair of ECOWAS to explore potential partnerships in education from a regional basis to focus on the issue of Out-of-School Children and strengthening the educational workforce through technology.

The various discussions and meetings held by Dr Ajao will be communicated back to His Excellency, with a plan going forward on how to harness these opportunities.

Partnerships for a Shared Future

Ultimately, Unstoppable Africa 2025 was a statement of conviction that Africa's destiny rests in its own hands. Education, innovation, and partnership emerged as the defining levers of transformation. As **Arnold Ekpe, former CEO of Ecobank**, poignantly observed, "The future of Africa is in the hands of Africa."

In conclusion, UNGA 80, the "Unstoppable Africa 2025" initiative had a significant focus on Africa's development priorities, highlighting key outcomes and commitments aimed at shaping the continent's future by 2025. While specific details varied depending on the speeches, resolutions, and discussions, the general outcomes from the initiative at a UNGA session typically align around several central themes for the Niger State to consider, as part of its trajectory.



1. Accelerated Economic Transformation

Call for Economic Diversification:

The need to shift away from traditional commodity dependence towards a more diversified economy. This includes leveraging resources by increasing the use and production of technology, renewable energy, agriculture, and manufacturing.

Investment in Infrastructure:

The need to continue infrastructure development in the State, particularly in transportation, energy, and digital connectivity, to enhance the State trade and create a conducive environment for private sector growth.

Boosting Trade and Regional Integration:

The Niger State Government should build upon the Special Agro-Industrial Processing Zone (SAPZ), urging other Nigerian states to patronise the agricultural revolution, investors and the private sector and to forge opportunities to trade with other African member states.



2. Climate Action and Sustainable Development

Commitment to Green Growth:

Niger State should reaffirm their dedication to sustainable development, focusing on renewable energy, green technologies, and climate change resilience.

Climate Financing:

Niger State should actively seek the available funding from developed nations to support adaptation and mitigation efforts in the State, particularly in light of the States vulnerability to climate change, i.e., the recent Mokwa floods.

Agenda 2063 Alignment:

Niger State policies where applicable, should align with Agenda 2063, which is Africa's long-term vision for sustainable development, with specific action plans to meet climate goals by 2025.



Dr Roni Ajao discussing TENS II and the importance of Education

3. Health and Education

Health Systems Strengthening:

Niger State through the HSTP should identify and call for greater international support to enhance healthcare infrastructure, increase access to medicines, and combat infectious diseases like malaria, HIV/AIDS, and tuberculosis.

Focus on Education and Skills Development:

Emphasis was placed on improving educational outcomes, particularly in STEM (Science, Technology, Engineering, and Mathematics) fields, to prepare youth for the future job market. This is one of the key components of the TENS II Programme Initiatives which should be implemented as a priority.



4. Technological Innovation and Digital Transformation

Digital Economy Commitment:

Niger State should continue to accelerate digital transformation, with a particular focus on expanding mobile internet, fostering innovation ecosystems, and promoting digital entrepreneurship.

Investment in Technology:

Niger State should have a detailed strategy for investments in AI, fintech, and digital infrastructure to close the technology gap and enable the State to lead in tech innovation.

E-Government & Digital Solutions:

There is the need for enhanced digital governance and technology-driven solutions to address challenges in education, healthcare, and financial inclusion..



The former Vice President of the Federal Republic of Nigeria, **HE Oluyemi Osinbajo** SAN GCON with **Dr Roni Ajao**



5. Peacebuilding

Conflict Prevention and Peacebuilding

Niger State should focus on fostering peace and stability in some of the LGA's facing unrest due to various factors, highlighting the need for stronger peacekeeping efforts and conflict resolution strategies.



The Host's of Unstoppabel Africa, **Folly Bah Thibault** and **Larry Madowo**

6. Inclusive Development and Social Equity

Youth Empowerment:

The outcome underscored the importance of investing in Niger State's youth, who represent a large proportion of the population. This includes creating job opportunities, expanding access to education, and ensuring their participation in decision-making processes.

Gender Equality:

There was an emphasis on gender equality, with commitments to ensure women's economic empowerment and their full participation in leadership roles across various sectors.

Social Safety Nets and Poverty Reduction:

The need to ensure commitments to reducing poverty and inequality by expanding social safety nets and creating economic opportunities for marginalised communities.

7. Global Partnerships for Africa's Development

Stronger Global Cooperation:

Niger State's engagement at UNGA 80 reflected a desire for stronger partnerships with the international community, particularly in the areas of trade, education, health, technology, and climate change.

Foreign Direct Investment (FDI):

Calls for increased foreign investment in Niger State were made, with a focus on sustainable development projects that create jobs and contribute to local economies.

Social Safety Nets and Poverty Reduction:

A call for innovative financing solutions and debt relief was raised, especially for low-income African countries that struggle with debt burdens hindering growth and development.



DR. RONI AJAO WITH HIS EXCELLENCY, JULIUS MAA'DA BIO,
PRESIDENT OF SIERRA LEONE AND THE CHAIRMAN OF ECOWAS



Conclusion

The "Unstoppable Africa 2025" outcomes at UNGA 80 provided a renewed sense of urgency for Africa's development, calling for international support, investment, and cooperation to help unlock the continent's full potential. By 2025, the vision is for Africa to become more resilient, economically diversified, and technologically advanced, with better health, education, and governance systems. The outcomes also underlined Africa's commitment to achieving the 2030 Sustainable Development Goals (SDGs) and Agenda 2063, while placing emphasis on the continent's ability to shape its own future through collaboration and self-reliance. Furthermore, African nations reaffirmed their commitment to deeper integration within the continent, both economically and politically. The emphasis on regional peace and cooperation was considered vital for Africa's overall stability.

The African Union (AU) and its role in shaping Africa's future remained a cornerstone of discussions, with leaders pushing for greater alignment between AU initiatives and UN goals, especially for the 2030 Agenda for Sustainable Development.

Niger State's profile on the internal scene has risen significantly given **His Excellency, Mohammadu Umaru Bago's** drive to improve the livelihood of the citizens by creating a New Niger. At MRL®, we are proud to contribute to this momentum in Niger State driving evidence-based solutions that empower communities, strengthen institutions, and build the foundations for a New Niger and a truly unstoppable Africa.



Renewed Hope Global

Strengthening Global Partnerships for Local Prosperity



The Hounourable Minister of Health for the Federal Republic of Nigeria, **Prof. Muhammad Ali Pate** with **Dr Roni Ajao**

As part of the high-level engagements of the 80th Session of the United Nations General Assembly (UNGA 80), Renewed Hope Global hosted a landmark event themed **“Global Partnerships, Local Prosperity: Unlocking Nigeria’s Renewed Hope Blueprint for Sustainable Growth.”**

Held at the Nigeria Mission House in New York, the event attracted senior government officials, investors, multilateral partners, and members of the Nigerian diaspora gathered to explore Nigeria’s reform agenda and its commitment to inclusive, sustainable development. The atmosphere at the Nigeria Mission House was vibrant, as Nigeria’s leadership, private sector, and diaspora community came together to project the nation’s progress and its renewed drive to attract global investment.

A Platform for National and Subnational Synergy

The side event attracted an impressive line of dignitaries, including **His Royal Highness Sanusi Lamido Sanusi, Emir of Kano**; **His Excellency, Uba Sani, Executive Governor of Kaduna State**; and key federal ministers including **Honourable Minister of Health and Social Welfare, Dr Muhammad Ali Pate**, **Honourable Minister of Youth Development, Mr Ayodele Olawande Wisdom**, and **Director General of the National Identity Management Commission Engr. Abisoye Coker-Odusote** alongside senior executives from NITDA, NASENI, NEMA, and the Presidential Committee on Economic and Financial Inclusion.

MRL®’s participation on behalf of the Niger State Government, demonstrated an ongoing commitment to advancing Nigeria’s development agenda through partnerships and implementing sub-national and national reforms that strengthen public systems across education and health.

Speakers including **Chief Emeka Molokwu, Chairman of Renewed Hope USA**, **Ambassador Joseph K. Adebola, Global Chairman of Renewed Hope Global** and **Prince Ade Omole, Diaspora Leader** celebrated the event as a unifying platform connecting Nigeria’s domestic reform efforts with its global diaspora and investment

community. Their addresses reinforced the message that Nigeria’s transformation is being driven by partnership, innovation, and accountability. For MRL®, the event also offered a platform to connect Niger State’s experience in sub-national reform with the national narrative of economic renewal, showcasing how state-level initiatives such as the Transforming Education in Niger State (TENS II) and the Health Sector Transformation Programme (HSTP) align with **His Excellency, President Bola Ahmed Tinubu’s** Renewed Hope Blueprint.





Championing Subnational Transformation

During the side event, Dr Roni Ajao used the occasion to spotlight Niger State's reform achievements under **His Excellency Mohammed Umaru Bago**, particularly the Transforming Education in Niger State (TENS II) Programme and the Health Sector Transformation Programme (HSTP)—two complementary initiatives driving progress in education and health through data-driven governance and institutional reform.

In her discussion with the Honourable Minister of Health and Social Welfare, Dr Muhammad Ali Pate, Dr Ajao explored strategies to expand the reach and sustainability of the HSTP. The programme, which aligns with the TENS II framework, reinforces the State's commitment to holistic human capital development, recognising that quality education and a strong health system are interdependent foundations for long-term growth.

This dialogue marks a major step toward deepening inter-governmental collaboration and creating a unified framework for investment in health infrastructure, human-resource capacity, and performance-based management systems. For Niger State, it represents how the TENS II approach is shaping cross-sector reforms that extend beyond education to strengthen the entire ecosystem supporting learning and well-being.

Significance for Niger State

MRL®'s participation and engagement at the Renewed Hope Global Event carry important implications for Niger State it presents the State's growing reputation as a reform-driven subnational government committed to sustainable development and institutional excellence. The engagement provided an opportunity to demonstrate how programmes like TENS II are translating policy ambition into measurable impact—strengthening systems, improving service delivery, and advancing the

State's human capital agenda.

Through its active representation, Niger State positioned itself as a credible partner for federal collaboration, international development agencies, and private-sector investors, reaffirming its readiness to drive results-based initiatives built on transparency, data, and innovation. The event also amplified Niger State's role in shaping national and global development conversations, showcasing how education-led transformation can serve as a foundation for inclu-

sive growth across sectors.

Overall, MRL®'s attendance reflects a continued commitment to evidence-based governance, strategic partnerships, and citizen-centred reforms, principles that remain central to the TENS II Framework and to His Excellency, Governor Bago's broader vision of transforming Niger into a model of effective, accountable, and forward-thinking leadership.

A Renewed Momentum for Action

The Renewed Hope Global Event reaffirmed that global partnerships remain the cornerstone of sustainable development. For the Niger State Government, the event has generated new momentum to strengthen ties with the Federal Ministry, development agencies, and investors who share a vision of long-term impact.

The UNGA 80 engagements have set the stage for Niger State to expand its collaborations, deepen reform implementation, and ensure that the Renewed Hope Blueprint translates into measurable improvements in people's lives—locally and globally.



UN Global Compact Leaders Summit 2025

Driving Business as a Force for Good

The UN Global Compact Leaders Summit 2025 convened global leaders from business, government, academia, and civil society in New York to commemorate twenty-five years of the United Nations Global Compact (UNGC), the world's largest corporate sustainability initiative. Established in 2000 by former UN **Secretary-General Kofi Annan**, the UNGC has grown to include over twenty-three thousand companies across one hundred and sixty countries, all committed to advancing human rights, labour standards, environmental stewardship, and anti-corruption.



The Summit featured a full day of plenary sessions, workshops, and roundtable discussions, alongside networking sessions and an evening reception marking the Compact's twenty-fifth anniversary. It served as a defining platform for collaboration and innovation, reaffirming that sustainability and profitability are not opposing forces but mutually reinforcing imperatives for long-term business resilience and inclusive progress.

MRL® Public Sector Consultants Ltd, as a member of the UN Global Compact were among the participants at this landmark event, engaging with global leaders and development practitioners to explore how sustainability data, transparency, and technology can advance institutional reform and inclusive growth.

MRL®'s participation reinforced its alignment with the United

Nations Sustainable Development Goals (SDGs) and its ongoing efforts to integrate global best practices into public-sector transformation initiatives, including Niger State's Transforming Education in Niger State (TENS II) Programme and the Health Sector Transformation Programme.



25 Years of the UN Global Compact: A Call for Bold Leadership

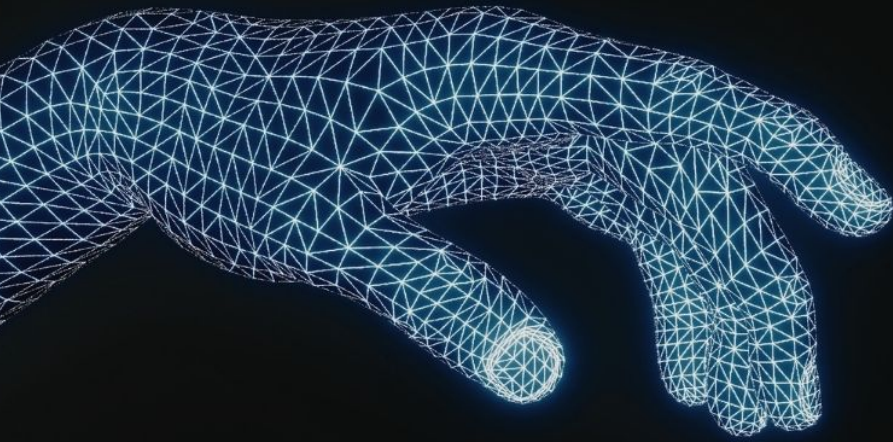
Opening the Summit, **Jesper Brodin, Vice Chair of the UNGC Board and Chief Executive Officer of Ingka Group (IKEA)**, reflected on the Compact's enduring relevance and global impact. Speaking from the ancestral lands of the Lenape people, he underscored the importance of inclusivity and cultural recognition as foundational principles for sustainable development.

Brodin described climate change as the defining challenge of our generation and urged corporate

leaders to integrate ethical principles into strategic decisions. He highlighted IKEA's thirty percent reduction in absolute carbon emissions across scopes one, two, and three, achieved alongside twenty-four percent business growth, as proof that sustainability and profitability can advance together. Brodin also called attention to affordability, noting that only six percent of consumers can afford to pay more for sustainable products. He argued that systemic reform is needed to make sustainable

choices accessible to everyone.

Brodin presented findings from the UNGC-Accenture CEO Study 2025, revealing that ninety-seven percent of CEOs remain committed to sustainability, while only half feel confident in communicating their achievements publicly. This, he noted, highlights the ongoing need for transparency and collective learning within the business community.



Social Science-Informed Leadership: Human-Centred Technology

In a session on Social Science-Informed Leadership, **Alexandra Legend Siegel, Senior Vice President and Chief Equality and Engagement Officer at Salesforce**, explored how artificial intelligence is reshaping society, work, and ethics.

Siegel reflected on the rapid rise of generative AI, noting that its adoption has outpaced even the Internet, and called for greater attention to ethical design and equitable access. Salesforce's Ethical and Humane Use team ensures that technology development remains responsible and human-centred. Siegel explained that nearly sixty percent of the global workforce will require re-skilling in the coming decade, with thirty-nine percent of core skills set to change. Human abilities such as emotional intelligence, adaptability, and storytelling, she said, will be essential complements to artificial intelligence.

Siegel's message, that values-based innovation drives equitable transformation, finds a strong parallel in Niger State's Transforming Education in Niger State (TENS II) Programme. Like Salesforce's ethical approach to technology, TENS II combines innovation, inclusivity, and data to enhance education delivery. It uses real-time monitoring systems to track teacher deployment, infrastructure performance, and student learning outcomes, ensuring that technology serves human progress and not the other way around.

Following the presentation, Dr Ajao had a comprehensive discussion with Alexandra Legend Siegel to explore ways in which Salesforce could support the technology driven initiatives under TENS II. The outcome was extremely productive, with a follow up planned.

From Data to Impact: The New Era of Sustainability Reporting

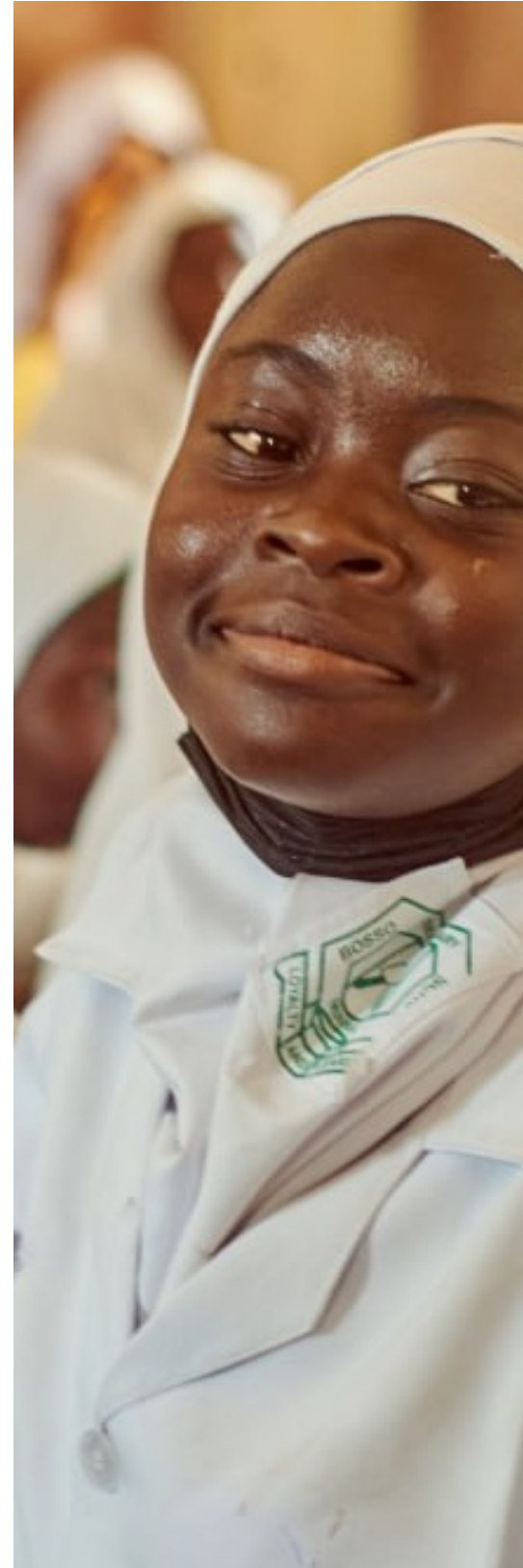
The session From Data to Impact: The New Era of Sustainability Reporting explored how businesses can move from commitments to measurable action. The discussion opened with findings from the UN Global Compact CEO Study 2025, which revealed that while ninety-nine percent of executives plan to maintain or strengthen their sustainability commitments, challenges persist around data quality, comparability, and harmonisation.

Speakers emphasised the importance of the Communication on Progress (COP) platform, the UNGC's global reporting mechanism that helps companies benchmark performance, identify gaps, and share progress. New tools, including the 2025 COP Data Visualisation Platform and peer comparison dashboards, were introduced to improve transparency and enhance decision-making.

Panelists such as **Elizabeth Seeger of the International Sustainability Standards Board (ISSB)**, **Robin Hodess of the Global Reporting Initiative (GRI)**, **Esther An of City Developments Limited**, **Jose Luis Blasco of Acciona**, and **Laura Palmero of L'Oréal Group** examined the future of sustainability reporting. They discussed the need for interoperability between frameworks such as the ISSB, GRI, and the Taskforce on Nature-related Financial Disclosures (TNFD), while also emphasising the balance between financial and impact materiality.

Esther An highlighted City Developments Limited's sixty-three percent reduction in CO₂ emissions since 2019, alongside a twenty-five percent increase in revenue, as evidence that environmental responsibility strengthens rather than hinders profitability. She urged regulators and corporate leaders to streamline approval processes for green innovations and support emerging fields such as BioSolutions, which could create millions of jobs while reducing global emissions.

The conversation reinforced that sustainability reporting must go beyond compliance to become a tool for accountability, innovation, and trust. The Summit's emphasis on transparent measurement mirrors the data-driven framework of TENS II, where continuous monitoring and evaluation inform evidence-based policy. In both contexts, data serves as a force for progress, ensuring that reform is verifiable and that outcomes are measurable.



LEADERS SUM



#GCLeadersSummit





A Shared Agenda for Change

As the Decade of Action enters its critical phase, the UN Global Compact Leaders Summit 2025 reaffirmed a collective responsibility to accelerate progress, deepen partnerships, and demonstrate measurable results. Across the sessions, participants converged on one central message: data, inclusion, and ethical leadership are essential to achieving sustainable development at every level.

For Niger State, these lessons have immediate relevance. Through the implementation of TENS II, the State has operationalised the very principles discussed at the Summit, translating global frameworks into tangible local action. By embedding transparency, technology, and accountability into its education system, Niger State is proving that sustainable development begins with informed leadership and purposeful governance.

The Summit concluded with a renewed sense of urgency and optimism. Delegates left united by a shared understanding that the time for pledges has passed and the time for verifiable progress has begun. Niger State's experience through TENS II stands as a testament to this vision, offering a model for how data, innovation, and leadership can converge to create meaningful, measurable, and lasting change.

Tradelink 2025

Advancing Africa-U.S. Trade from Vision to Reality

TradeLink 2025, held on the sidelines of the 80th United Nations General Assembly (UNGA) in New York, brought together a distinguished assembly of global leaders, policymakers, and private-sector innovators to explore new dimensions of trade and investment between Africa and the United States. Hosted by Global Dropoff Logistics (GDL), the event reinforced a growing global consensus that Africa's sustainable economic transformation must be anchored in value creation, collaboration, and shared prosperity.

His Excellency, Mohammed Umaru Bago, The Executive Governor of Niger State was invited as a special guest speaker for TradeLink 2025. The high-level dialogue, themed "From Potential to Partnership: Reimagining Africa-U.S. Trade for the Next Decade," gathered influential figures from government, business, and international development to discuss strategies for deepening Africa's integration into global value chains. Held at The Hit Factory in New York, the venue was filled with delegates from across continents, representing a dynamic intersection of ideas, innovation, and intent.

MRL® Public Sector Consultants was in attendance, represented by Dr Roni Ajao, the Executive Director and Barr. Sonia Okechukwu whose participation reflected the firm's continued commitment to supporting subnational governments, such as Niger State, in building resilient, globally competitive economies.



His Excellency
MOHAMMED UMARU BAGO
THE EXECUTIVE GOVERNOR OF NIGER STATE

A Call for Value-Driven Partnerships

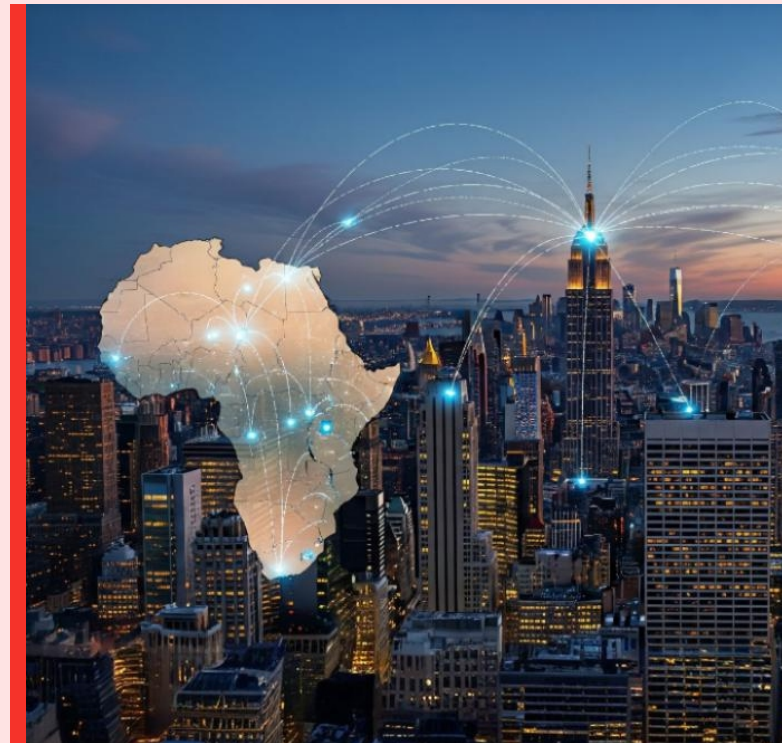
Setting the tone for the day, His Excellency Mohammed Umaru Bago, the Executive Governor of Niger State, Federal Republic of Nigeria, delivered a powerful keynote address highlighting the importance of industrialisation, agricultural transformation, and youth empowerment in unlocking Africa's full potential. His Excellency emphasised that Africa's prosperity depends on moving from the export of raw commodities to building industries that process, package, and brand its own products. His message struck a chord with participants as he painted a vision of an Africa that no longer merely participates in global trade but actively defines it.

A notable highlight came when **Mr John Coumantaros, Chairman of Flour Mills of Nigeria**, announced his company's commitment to establishing a Shea Butter Processing Facility in Niger State, aptly named "Niger Butter." This groundbreaking initiative represents a concrete step toward adding value to one of Africa's most under utilised resources while generating jobs, advancing rural development, and empowering women-led cooperatives across the shea-producing regions.

Collaboration and Commitment

Among the distinguished speakers were **Stephanie Onukwugha, Founder and Chief Executive Officer of Global Dropoff Logistics**, **Aissata M. B. Camara, Commissioner at the New York City Mayor's Office for International Affairs** and **Don Christensen, Founder, CEO - InvestBank Corporation**. Each of the speakers underscored the importance of building partnerships rooted in equity, sustainability, and mutual respect.

In her address, Stephanie Onukwugha described the forum as "a bridge between aspiration and implementation." She explained that TradeLink's mission extends beyond conversation, serving as a mechanism for action, accountability, and measurable outcomes. "Our goal," she said, "is to transform Africa's trade narrative by connecting policy with practice, vision with execution, and promise with progress."



Supporting His Excellency, the Executive Governor of Niger State was a strong government delegation including **Hon. Abdullahi Usman Gbatamangi**, Chief of Staff to the Executive Governor, **Usman Magaji**, Principal Private Secretary to the Executive Governor, **DSP Maina Jibrilla Abdulkadir** Aide-de-Camp to the Executive Governor, **Dr Murtala Bagana**, Special Adviser to the Executive Governor on Special Duties, **Hauwa Bako Mohammed**, Special Adviser to the Executive Governor on Social Investment Programmes, **Albdulhakim Abdulrahman** Special Adviser on Domestic Matters to the Executive Governor, **Hon. Mustapha Ndajiwo** Commissioner of Niger State Planning Commission, **Barr. Mairo Mohammed Mann**, Permanent Secretary, Niger State Ministry of Humanitarian Affairs and Disaster Management, **Hajiya Maimuna Mohammed**, Director General Reforms, Niger State Ministry of Basic and Secondary Education, **Professor Kuta Yahaya**, Pro-Chancellor of **AbdulKadir Kure** University Minna Niger State, **Dr. Mustapha Jibril Alheri**, Chairman-elect Chanchaga Local Government Area, **Mohammed Madami Etsu**, Chairman of Niger State Inland Revenue Service, **Umar Usman Nagogo**, Board Member of North South Power Ltd, **Dr Roni Ajao** Executive Director, MRL® Public Sector Consultants and Education Consultant to the Niger State Government and **Barr. Sonia Okechukwu**, Associate Consultant and Executive Assistant, MRL® Public Sector Consultants to mention a few.



Actionable Outcomes

TradeLink 2025 moved beyond dialogue to deliver tangible commitments. Delegates identified key priorities to guide the next phase of collaboration, including:

- Promoting industrialisation and value-added processing across African economies to enhance export competitiveness.
- Strengthening infrastructure and logistics networks to improve port capacity, supply chain efficiency, and transport systems.
- Expanding access to finance for African small and medium enterprises to stimulate innovation and productivity.
- Advancing gender inclusion by supporting women entrepreneurs and increasing female participation in trade.
- Embedding environmental and social sustainability into all trade partnerships.



Panel discussions and breakout sessions also explored how digital technologies can enhance efficiency, traceability, and transparency in African trade systems. Participants recognised that technology-driven solutions are essential to overcoming logistical challenges, attracting investment, and promoting global competitiveness.

Looking Ahead

As the event drew to a close, there was a collective sense of optimism and resolve. Speakers and attendees alike agreed that Africa's economic transformation depends on sustained partnerships, innovative financing models, and visionary leadership from both public and private sectors.

The Niger Butter initiative stood out as an example and symbol of this commitment, illustrating how collaboration between business and government can move Africa's trade agenda from aspiration to reality.

TradeLink 2025 was more than a conference; it was a blueprint for a new era of global trade relations. It affirmed that Africa's story is no longer one of potential waiting to be realised, but one of opportunities ready to be seized. The discussions held in New York reflected a shared determination to create an ecosystem where Africa's resources are harnessed for its people, its products are celebrated globally, and its partnerships are defined by fairness and shared growth.

As the momentum from UNGA 80 continues, one message remains clear: Africa's economic renaissance has begun, and it starts with trade that works for all.

Semafor: The Next 3 Billion

Unlocking the biggest social and economic opportunity



On September 24, 2025, amid the vibrant backdrop of New York City and the 80th United Nations General Assembly, global leaders gathered at the iconic Marriott Marquis Hotel for the Semafor Next 3 Billion Summit, an event designed to unlock an enriching environment for social and economic opportunity.

The summit brought together influential voices from across continents, from policymakers and entrepreneurs to academics and development leaders, united by one defining question: How do we connect the next three billion people to opportunity? This vision underscores a global imperative to bring online the billions who remain disconnected from the digital revolution shaping the modern economy. For Africa, the summit was nothing short of a call to action – to innovate boldly, build inclusive systems, and unleash the continent's vast potential. Dr Roni Ajao, the Executive Director of MRL® Public Sector Consultants Ltd, attended the event, accompanied by Associate Consultant, Barr. Sonia Okechukwu.

SEMAFOR

THE NEXT 3 BILLION

WITH FUNDING
SUPPORT FROM

Gates



Standard Bank



Conversations That Shape the Future

Throughout the day, speakers explored critical themes driving transformation across emerging economies, from artificial intelligence and digital infrastructure to healthcare systems, energy transitions, and financial inclusion. Each session was designed as an open conversation, encouraging collaboration across industries, borders, and ideas.

The event opened with remarks

from David Miliband, Former Secretary of State for the United Kingdom, who discussed emerging innovations in Global Aid. David Milliband emphasised the growing importance of artificial intelligence, private investment, and effective governance in addressing the persistent challenges facing developing nations. Miliband recognised the need to ensure that technological advancements and aid initiatives

are strategically tailored, not applied through a one-size-fits-all approach. These principles strongly echo the framework of transformative programmes such as the Transforming Education in Niger State (TENS II) Programme, which emphasises addressing foundational needs before implementing solutions that truly align with local realities.

Innovation and Digital Growth in Africa

Dr. Bosun Tijani, Nigeria's Minister of Communications and Digital Economy, and **Shola Akinlade, Co-Founder and CEO of Paystack**, highlighted Africa's growing strength in digital entrepreneurship. The speakers illustrated how local innovation is already transforming access to finance and essential services, positioning technology as a powerful equaliser when integrated thoughtfully across sectors.

For Niger State and the TENS II Programme, this presents a pivotal opportunity. Leveraging digital tools can enhance teaching, streamline administration, and expand access to quality education. As Nigeria's digital infrastructure continues to evolve, such innovations can prepare young people for participation in a modern, technology-driven economy while improving public service delivery. The digital transformation championed by leaders like Dr. Tijani and Akinlade reinforces TENS II's mission to build human capital, create opportunity, and empower communities through education, digitisation and innovation.

Untapped Opportunities: Globalization and Trade



DR NGOZI OKONJO-IWEALA

Director General, World Trade Organisation

Education as the Engine of Change

Throughout the summit, one message resonated clearly: education is the cornerstone of global progress. Speakers reaffirmed that meaningful change, whether in governance, health, climate action, or economic development, begins with an educated population. Education equips individuals to innovate, participate in decision-making, and build resilient communities. It nurtures the next generation of leaders capable of addressing today's challenges and shaping a more equitable and sustainable world. The theme resonates with MRL® founders' belief that "education is not a privilege for the few but a necessity for the masses".

Panel discussions further explored how collaborative partnerships drive lasting development. These conversations continued into networking sessions, where ideas flowed on creating enabling environments for every child to learn and grow. This vision mirrors the transformative work underway in Niger State through TENS II, which focuses on empowering teachers, strengthening data systems, and improving learning outcomes for children in underserved areas.

Harnessing AI to Advance Development



REED ALBERGOTTI
Technology Editor,
Semafor



SANGBU KIM
VP of Digital,
World Bank



DR. BOSUN TIJANI
Minister of Communications
and Digital Economy, Nigeria



The Next 3 Billion

The summit concluded with a commanding keynote from **Dr Ngozi Okonjo-Iweala, Director-General of the World Trade Organisation**, who reminded participants that trade today transcends physical goods; rather, it is about people, technology, and opportunity. Dr Okonjo-Iweala envisioned a future where global trade policies reflect the new digital realities of emerging markets. The message was clear: for millions stepping into the global economy for the first time, inclusive trade is the bridge to prosperity, but only if it is grounded in equity, access, and collaboration.

The Semafor stage pulsed with energy and insight from visionaries shaping Africa's digital and economic future. Among them, Dr. Roni Ajao, and Sonia Okechukwu engaged in vibrant dialogue with innovators, media leaders, and policymakers amplifying Africa's voice on the world stage.

Editors **Yinka Adegoke** of Semafor Africa spot-

lighted the continent's digital and economic rise, while journalists such as Gina Chon drew vital connections between Africa's climate resilience, technological innovation, and economic opportunity. **Amna Nawaz, co-host of PBS NewsHour**, brought depth and clarity to the discussions, while **Ben Smith** and **Justin B. Smith, Semafor's Co-Founders**, guided conversations that captured both the urgency and optimism of the moment.

The Next 3 Billion Summit reinforced a shared mission: to drive innovation, equity, and inclusion across Africa. The themes of connectivity, data, and collaboration echo the principles underpinning initiatives such as TENS II – programmes designed not merely to build systems, but to expand access. Whether through education, technology, or governance, these efforts ensure that children, families, and communities across regions like Niger State are connected to the opportunities of a data-driven world.



UN Women's Peace and Humanitarian Fund

Advancing Women, Peace, and Humanitarian Action

At the 80th Session of the United Nations General Assembly (UNGA 80), the UN Women's Peace and Humanitarian Fund (WPHF) reaffirmed its global leadership in promoting women's participation and resilience in conflict and crisis settings. Through a series of high-level events and dialogues, WPHF showcased the transformative power of women-led peacebuilding and humanitarian action in advancing sustainable global development.

The week-long engagement at UNGA 80 featured the "Peace Is All of Us: A Celebration of South Africa's Heritage Day", a cultural diplomacy event that honoured African women's leadership in

peacebuilding. The gathering intertwined dialogue and storytelling to illustrate how heritage, identity, and the power of women's voices can together strengthen resilience in communities affected by conflict.

The event, graced by **Carol Bouwer, WPHF Global Luminary**, highlighted the unwavering dedication and duty for citizens around the world to empower women and promote African representation on the global stage. The event was a reflection of the purpose to women empowerment, which brought together women leaders, young peacebuilders, and multilateral

partners under one message: that peace is not abstract, it is built daily by women at the forefront of conflict prevention, recovery, and reconciliation.

Amongst notable the women leaders was **Toni Ann Brodber, Head of the UN Women Peace and Humanitarian Fund** whose leadership continues to push the message of the WPHF forward, **Nargis Nehan, Afghan Women's Rights Defender and Activist**, who addressed the urgent need to protect women's rights and ensure access to education for girls in conflict-affected regions and **Ntsoaki Ledimo, a dedicated Women's Leader advocate**. In attendance were also representa-



CAROL BOUWER
WPHF, GLOBAL LUMINARY

tives from MRL® Public Sector Consultants Ltd, Dr Roni Ajao, Executive Director and Barr. Sonia Okechukwu, Associate Consultant and Executive Assitant.

Throughout these engagements, the WPHF and its partners highlighted the importance of localised funding models that channel resources directly to grassroots women's groups who are rebuilding communities and advancing gender equality amid crisis. The discussions also addressed the ongoing funding gap facing women's rights organisations and called on governments, development partners, and private actors to move from pledges to concrete financial commitments.

From a policy standpoint, WPHF's

interventions at UNGA 80 reflect a growing recognition that humanitarian response and peacebuilding must evolve together. The events emphasised that strengthening women's participation is not only a moral imperative but also a strategic necessity for achieving long-term stability.

For MRL®, WPHF's leadership at UNGA 80 resonates deeply with the collective mission of the Niger State Government and MRL® to drive sustainable development and educational advancements for the Girl Child in Niger State. Women are critical to economic development and for the promotion of social equity. It begins from ensuring the younger generations are equipped to understand the 21st century by

first providing basic education and creating access to equal opportunities across different sectors.

As WPHF and its partners transition from advocacy to implementation, MRL® in line with the Niger State Government vision, supports global and national actors alike to invest in systems that sustain women's leadership and education. The next chapter of peacebuilding depends on how effectively today's commitments are translated into impact at the community level.

Celonis

From Pledges to Progress: Embedding Sustainability at Scale

On September 25th 2025, ClimaTiq and Celonis hosted a powerful session themed “From Pledges to Progress: Embedding Sustainability at Scale.” Hosted on the 70th floor of the Celonis New York, City office: 1 World Trade Center, the event brought together industry leaders, digital innovators, and sustainability professionals to explore a challenge that continues to define our era: how to move from intention to impact in the pursuit of a sustainable future.



Marco Hellwig, Global Head of Go-to-Market, Sustainability at Celonis with **Dr Roni Ajao**



Ann Rosenberg, Evangelist Process Mining and AI, Customer Engagemnt at Celonis with **Dr Roni Ajao**

Dr Roni Ajao, accompanied by Barr. Sonia Okechukwu, who were invited to the insight event, explored opportunities and ways of embedding sustainability into various initiatives in Niger State, more specifically, the Transforming Education in Niger State (TENS II) Programme and the Health Sector Transformation Programme (HSTP).

Among the panelists were experts such as **Julie Parekh, Chief Sustainability Officer of Al-Futtaim Group, Katia Chaban, Global Head of the IT Sustainability COE NTT Data, Ann Rosenberg, Evangelist Celonis and Marco Hellwig, Head of Go-to-Market Sustainability Celonis**, amongst many others who shared invaluable insights on how organisations can bridge the gap between ambition and implementation.

The conversation opened with a reflection on the global momentum for sustainability, a movement filled with bold targets and visionary commitments, and how many organisations still struggle

to convert these ambitions into real progress. It is critical to ensure that sustainability leads the path to growth and development across the world. In particular, it forms the foundation for the TENS II Programme as it addresses the ways in which we can implement and ensure long-term success in the transformative changes to education, and also health through HSTP across Niger State. The session reinforced this belief, highlighting how organisations must go beyond public pledges to create measurable outcomes that endure.

During the event, guest speakers from ClimaTiq and Celonis shared

transformative insights into how digital systems can bridge that gap. Through data transparency, process intelligence, and automation, they demonstrated how sustainability can be embedded directly into business operations. This shift enables organisations to monitor, evaluate, and improve their environmental impact in real time, not as an isolated function but as a core element of decision-making and performance.

What emerged throughout the session was a clear message: achieving sustainability at scale requires more than technology. It demands a step-by-step process rooted in automation, traceabil-



ity, and people. More importantly, it calls for leadership alignment, and an integrated approach across all departments. Sustainability cannot be confined to a single team; it must be shared across procurement, finance, logistics, and governance. This collective accountability, the speakers emphasised, is what ensures that sustainability efforts translate into long-term value

and resilience.

The audience engagement was particularly noteworthy, with participants raising pressing questions on transparency, cost efficiency, and the realities of implementing sustainable models. The discussion also explored how to identify the true value of sustainability. The responses made it clear that

impact is a fundamental outcome of creating a sustainable world, and that profitability can be a result of this. Companies that embed sustainable practices often see greater business value, stronger operational efficiency, reduced risk, and enhanced brand credibility, reinforcing that doing good and doing well can go hand in hand.





As the session drew to a close, the atmosphere was one of optimism, grounded in the understanding that the transition from pledges to progress is both necessary and achievable. The dialogue underscored the importance of data as a catalyst for change. When

organisations use insights to inform action, sustainability becomes part of their DNA rather than a distant goal.

The From Pledges to Progress event was more than a conversation; it was a reaffirmation of our

collective responsibility to turn ambition into action. It reminded individuals and organisations that embedding sustainability at scale is not a single milestone but an ongoing journey, one that demands innovation, integrity, and collaboration at every step.

The Niger State Event

Bridging the Gap: Sub-national Development, Human Capital, and Agricultural Transformation

On 26 September 2025, at the Nigerian House during the 80th Session of the United Nations General Assembly (UNGA 80) in New York, Niger State made a defining statement about the future of subnational governance in Africa. Under the leadership of **His Excellency, Mohammed Umaru Bago, Executive Governor of Niger State**, the Government hosted the inaugural Niger State Side Event, a high-level dialogue that placed the State's long-term vision for inclusive growth before a global audience of policymakers, investors, development partners, and members of the Nigerian diaspora.



His Excellency,
MOHAMMED UMARU BAGO,
EXECUTIVE GOVERNOR OF NIGER STATE

The event, themed **“Bridging the Gap: Sub-national Development, Human Capital, and Agricultural Transformation,”** marked a historic moment for Niger State. It reflected a growing recognition that local and regional governments are pivotal actors in achieving sustainable development. As the world turns its attention to local solutions that complement national and international agendas, Niger State presented itself as a living example of how visionary sub-national leadership can drive transformative change.

Presenting the New Niger Vision 2055

At the centre of the discussions was the unveiling of the New Niger Vision 2055, a comprehensive 30-year development blueprint designed to guide Niger State toward sustainable prosperity. The vision is built on four interdependent pillars: improved livelihoods, a sustainable economy, urban renewal and rural transformation, and good gover-

nance. Together, these pillars articulate a framework for growth that prioritises human capital, productivity, and resilience.

His Excellency, in his opening remarks, reaffirmed the State's commitment to building a model of sub-national development that is data-driven, innovation-led, and inclusive. He emphasised

that the New Niger Vision 2055 seeks to position Niger State as a hub of agricultural modernisation, digital governance, and human capital advancement. Through this vision, his administration aims to demonstrate that sub-national governments can play a decisive role in bridging the gap between global ambition and local implementation.

Global Engagement and Strategic Partnerships

The Niger State Side Event attracted an impressive line-up of distinguished speakers and participants who underscored the importance of sub-national leadership in global development. Among them were **Hajiya Zainab Shamsuna Ahmed**, Group Executive Director at the World Bank Group, **Oliver Alawuba**, Group Managing Director of the United Bank for Africa, Niger State Commissioner for Budget and Planning, **Hon. Mustapha Ndajiwo**, **Dr Roni Ajao**, Executive Director of MRL® Public Sector Consultants Ltd, Dr Abdulateef Shittu, Director-General of the Nigerian Governors' Forum, **Onyaole Patience**

Koku, Executive Director of Niger Foods Security Systems and Logistics Company Ltd, **Dr Murtala Bagana**, Special Adviser to the Niger State Governor on Special Duties and **Dave Krog**, CEO Salin 247.

The special guests in the audience included, **Her Excellency Fatima Umaru Bago**, First Lady of Niger State, **Her Excellency, Hajiya Huriyya Dauda Lawal**, First Lady of Zamfara State, **Mrs Aisha Ndanusa**, Former Deputy Governor CBN, **Ambassador Abubakar Jidda**, Consul General of the Consulate General of Nigeria, New York, **Senator Sani Musa**, representing the Niger East Senatorial District of Niger

State amongst many other distinguishable guests.

The discussions were expertly moderated by **Adesuwa Giwa-Osagie**, National Assembly Correspondent for Arise TV, and **Olanrewaju Muiz Lasisi**, Coordinating Reporter at Channels Television. Together, they guided two insightful sessions exploring human capital development, investment, and agricultural transformation. Speakers emphasised that local governance, when coupled with sound policy, access to data, and transparent partnerships, can create the foundations for sustainable economic growth and social stability.



L - R: **Dr Murtala Bagana**, Special Adviser to the Niger State Governor on Special Duties, **Dr Abdulateef Shittu**, Director-General of the Nigerian Governors' Forum, **Dr Roni Ajao**, **His Excellency Mohammed Umaru Bago**, the Executive Governor of Niger State, **Her Excellency Fatima Umaru Bago**, First Lady of Niger State, **Adesuwa Giwa-Osagie**, National Assembly Correspondent for Arise TV

Advancing Sub-national Leadership

Distinguished panel speakers at the event examined the States's current landscape in a two part session titled Human Capital Development: Challenges and Opportunities, and Investment and Agriculture Transformation respectively. Throughout the event, Niger State showcased practical evidence of its reform-driven approach to governance. More specifically, the presentation of flagship initiatives such as the Transforming Education in Niger State (TENS II) and the Health Sector Transformation Pro-gramme (HSTP) illustrated how policy, technology, and collaboration can converge to deliver tangible and lasting results.

During the panel session on Human Capital Development, which focused on Education and Health, concentrating on Education, Dr Roni Ajao underscored the State's unwavering commitment to education as the foundation for a sustainable future. Dr Ajao highlighted His Excellency's leadership and dedication to ensuring that evidence-based governance remains central to Niger State's development agenda. Her remarks demonstrated how innovation and data are reshaping the management of teachers, schools, and infrastructure, thus improving learning outcomes, enhancing institutional coordination, and strengthening accountability across the

education system. In her remarks, Dr Roni Ajao articulated how the education and health programmes exemplify scalable, locally-owned solutions that bridge policy and practice. She emphasised that Africa's transformation must be rooted in systems thinking—where interventions in education, healthcare, and governance are interlinked to generate compounding socio-economic benefits.



Session One:
Human Capital Development: Challenges and Opportunities



From Vision to Implementation

Governor Bago used the occasion to reiterate that Niger State's reform agenda is not about short-term initiatives, but about building systems that endure. He highlighted that the State's focus remains on creating an enabling environment for investment, fostering innovation, and empowering its youthful population. He called for sustained collaboration with global part-

ners to strengthen agriculture, education, and infrastructure, stressing that Niger State's progress is inseparable from its human capital development.

The event also served as a bridge between dialogue and action. Key partnerships in agriculture, education, and health were announced, reflecting Niger State's determination to move

beyond policy discourse toward measurable outcomes. These partnerships symbolise a new phase of engagement where sub-national governments proactively lead development conversations, align with global best practices, and shape solutions that reflect their unique contexts.



A Defining Moment for Sub-national Africa

The presence of senior representatives from highly reputable institutions, alongside private sector stakeholders, underscored the credibility and ambition of Niger State's reform agenda. The dialogue reinforced the understanding that achieving progress as a state and country requires strong partnerships between sub-national entities, national governments, and international organisations.

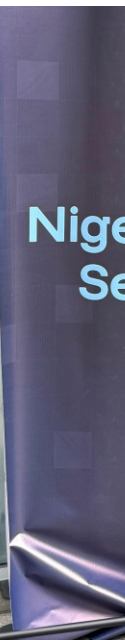
The Niger State Side Event at UNGA 80 was not simply a showcase of progress; it was a powerful statement on what effective governance can achieve

when anchored in accountability, data, and collaboration. By sharing its experiences, Niger State demonstrated that sub-national governments can be central actors in solving the global challenges of inequality, food insecurity, and institutional inefficiency.

As Niger State transitions into the post-UNGA implementation phase, the focus now shifts to operationalising these commitments. The State's reform model stands as an inspiration for other sub-national entities across Nigeria and the African continent.

The lessons from UNGA 80 affirm that when leadership is visionary and governance is inclusive, transformation is not only possible but inevitable. Niger State's story, told on one of the world's most important stages, has become a symbol of what purposeful governance can achieve when courage, clarity, and collaboration converge.

The Niger State Event was a remarkable success, marking a significant step closer to the State's development goals, as it showcased its vision and achievements to a global audience.





Post-UNGA

Building on Momentum and Deepening Partnerships Reflections, Lessons, and the Path Forward

The 80th Session of the United Nations General Assembly (UNGA 80) held in New York in September 2025 marked a defining moment for Africa's growing presence on the global development stage. Over the course of a week, world leaders, influential business leaders and innovators gathered to discuss how nations can accelerate progress toward the Sustainable Development Goals (SDGs) and build more inclusive, resilient economies. For Nigeria and its partners, this year's Assembly was not only an opportunity to participate in dialogue but to demonstrate leadership, share results, and strengthen global partnerships that drive measurable change.

UNGA 80 provided an invaluable platform to engage with key international actors and advance its work in supporting transformative governance across Niger State. Through participation in a series of side events and high-level forums – including Unstoppable Africa 2025, the UN Global Compact Leaders Summit 2025, Renewed Hope Global, and TradeLink 2025, Niger State Side Event – MRL® showcased how local innovation, data-driven reform, and strong institutional partnerships are creating practical solutions to long-standing development challenges.



Redefining Sub-national Africa

Throughout the week, several key lessons emerged that will guide future collaboration. One of the most consistent messages across all engagements was the recognition that sustainable development depends on partnerships built on trust, transparency, and shared accountability. Public institutions, the private sector, and development organisations must operate in synergy, linking resources and expertise to address the interconnected challenges of education, healthcare, employment, and trade.

A second lesson was the increas-

ing importance of data, technology and evidence-based decision-making. Whether in discussions on sustainability reporting at the UN Global Compact Summit or in conversations around investment readiness during Renewed Hope Global, it became clear that credible data now defines both policy influence and investment confidence. This reinforces the central philosophy behind Transforming Education in Niger State (TENS II) and the Health Sector Transformation Programme (HSTP), both of which integrate data collection, monitoring, and evaluation frame-

works that strengthen accountability and ensure that progress can be measured.

Finally, the conversations at UNGA 80 reaffirmed that inclusion must remain at the heart of every reform. The emphasis on education, youth participation, women's empowerment, and equitable access to opportunities was a recurring theme in every forum. It reflects the growing consensus that Africa's human capital is its most valuable resource, and that education, skills development, and innovation must be central to economic strategy.

Moving from Dialogue to Action

As the post-UNGA phase begins, the focus has shifted from conversation to implementation. MRL® is following up with the international and regional stakeholders engaged during the Assembly to translate commitments into tangible collaboration. Meetings have been scheduled with development partners, private-sector investors, and UN agencies to explore technical assistance, policy partnerships,

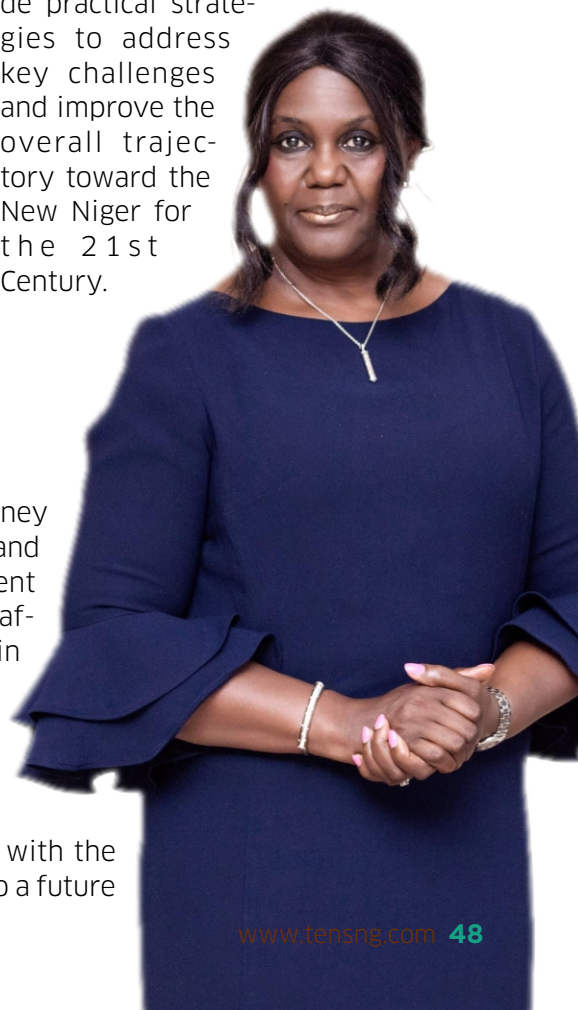
and co-funding opportunities that can strengthen education, health, and governance systems at both national and subnational levels. In the weeks ahead, MRL® will also produce a set of post-event reports that will consolidate key insights, outcomes, and emerging partnership opportunities from the various UNGA 80 engagements. These reports will be presented to His Excellency, the Executive Governor of Niger

State, and the Niger State Government, and will serve to provide practical strategies to address key challenges and improve the overall trajectory toward the New Niger for the 21st Century.

A Shared Vision for Sustainable Progress

UNGA 80 served as a powerful reminder that Africa's development journey is no longer defined by potential but by progress. Across every session and dialogue, the tone was one of confidence, collaboration, and commitment to measurable results. Each event during the UN High-Level Week reaffirmed the effectiveness of its model of partnership: one grounded in evidence and designed for impact.

As MRL® continues to build on the momentum generated during UNGA 80, it remains committed to translating ideas into action. Through its ongoing work in education, health, and institutional strengthening, and through new alliances forged in New York, the MRL® in collaboration with the Niger State Government and its stakeholders will continue to contribute to a future where reform is not only visionary but verifiable.



Pioneers in SDGs Awards 2025



Transforming Education in Niger State (TENS II) Programme Wins the Changemakers Awards at the Pioneers in SDGs Awards 2025

In September 2025, MRL® Public Sector Consultants submitted two entries, namely the Transforming Education in Niger State (TENS II) Programme and the Health Sector Transformation Programme (HSTP), for the Pioneers in SDGs Awards 2025 Competition. The Pioneers in SDGs Awards is an internationally recognised competition that celebrates projects, individuals and organisations that drive progress towards the United Nations Sustainable Development Goals (SDGs).

On October 8th, 2025, the Transforming Education in Niger State (TENS II) Programme was announced as one of the five global winners for the Changemakers Award at the Pioneers in SDGs Awards Ceremony 2025 following a highly competitive process that saw 77 submissions from 43 countries, each reflecting extraordinary dedication to advancing peace, human rights, and sustainable development across all 17 Global Goals. This award ceremony was organised by the Journalists and Writers Foundation in association with the UN Department of Global Communications and its 56 global partners. The award honours the creativity, leadership, and impact of initiatives that are changing lives and shaping a more sustainable future.

This recognition specifically celebrates the impact of TENS II and the progress that has been made in driving quality education across Niger State (SDG 4).

A Vision Rooted in Transformation

As part of the submission for the Pioneers in SDGs Awards, a documentary on the TENS II Programme was entered to demonstrate the progress and impact of the programme. The award-winning documentary showcased the innovative approach to education reform in Niger. It highlighted how TENS II builds upon earlier reform efforts, using data-driven research, stakeholder engagement, and strategic planning to

rebuild and sustain an education system that truly serves every child. Its goals are simple yet powerful: to effectively reduce the number of Out-of-School Children, to increase learning accessibility and significantly improve the quality of education across Niger State, while preparing and equipping young people with the skills and knowledge needed for the 21st century.

The TENS II Programme, under

the leadership of His Excellency, Governor Mohammed Umaru Bago in partnership with MRL® Public Sector Consultants, and in collaboration with the Niger State Ministry of Basic and Secondary Education, continues to represent the state's renewed commitment to transforming education as part of the New Niger Vision, a bold strategy to rebuild critical sectors, including education, agriculture, and health.

CHANGEMAKERS AWARD



**SUSTAINABLE
DEVELOPMENT GOALS**

A Recognition that Strengthens Impact

Winning the 2025 Changemakers Award places an international spotlight on Niger State's education transformation efforts. It reaffirms the TENS II Programme's innovative approach to addressing long-standing challenges in education – from deteriorating school infrastructure and teacher shortages to curriculum gaps and the issue of out-of-school children.

This recognition also positions Niger State as a model for sustainable education reform, paving the way for strategic partnerships and global collaborations. It reinforces the State's commitment to strengthening cooperation among government agencies, local communities, and international donors. In addition, the visibility gained through this award will enable the Niger State

Government and MRL® to vital financial support from international development organisations – partnerships that are essential to scaling and sustaining the subsequent phases of the TENS II Programme.



Empowering Communities, Building Futures

At its heart, TENS II is centred on education and encompasses people –pupils, teachers, parents, community leaders, academics, and administrators—who are all part of the education sector. The programme focuses on empowering teachers through capacity building, improving learning environments, integrating

entrepreneurship and digital literacy into the curriculum, and restoring pride in the teaching profession. It also emphasises inclusion, ensuring that nomadic, rural, and disadvantaged children are not left behind.

The Changemakers Award recognises that this is more than an

education initiative; it is a legacy programme for Niger State. It reflects how visionary leadership, evidence-based planning, and sustained community engagement can turn systemic challenges into opportunities for progress.

A Milestone for the Niger State Government and MRL®

For Niger State, this award is a powerful endorsement of its commitment to ensuring inclusive, equitable, and quality education for all, the essence of SDG 4. For MRL® Public Sector Consultants, it reaffirms the organisations's reputation as a trusted partner in public sector innovation, strategy, and reform.

As Niger State Government and MRL® continue implementing the TENS II Programme, this global recognition serves as a reminder that sustainable transformation begins with a shared vision and that the future of education in Niger State is brighter than ever. Congratulations, Your Excellency!



UN Global Compact Annual Summit 2025

Unlocking Competitive Advantage Through ESG

The UN Global Compact Network UK Annual Summit 2025, held on 14 October at Church House Westminster, London, in the United Kingdom brought together an influential community of business leaders, investors, policymakers, and sustainability experts to explore how environmental, social, and governance (ESG) principles can drive innovation and create enduring business value. Centred on the theme “Unlocking Competitive Advantage Through ESG,” the Summit reaffirmed that sustainability is no longer a peripheral issue of corporate responsibility but a strategic necessity shaping competitiveness, resilience, and investor confidence in the modern economy.

The event was attended by the Executive Director of MRL® Public Sector Ltd – Dr Roni Ajao, along with more than 200 in-person participants and over 1,000 virtual attendees. The event captured the growing momentum for responsible business leadership in the UK and globally. High-profile speakers, including **Sir Chris Bryant MP** and senior executives from **Aviva, Unilever, AstraZeneca, and Lloyds Banking Group**, underscored the need for business to move from ambition to measurable action. Their message was clear: sustainability must be embedded into the core of governance, strategy, and value creation to deliver tangible social and environmental outcomes.



Finance, Policy, and Measurable Action

Opening the Summit, **Steve Kenzie, Executive Director** of the UN Global Compact Network UK, urged companies to view ESG not as a compliance burden but as an opportunity to build innovation capacity and competitive edge. He highlighted that in a rapidly changing world, companies that align performance with purpose will attract investors, talent, and consumer trust.

The programme revolved around five interconnected enablers of sustainable business: finance, policy, value chains, inequality, and innovation. In the sustainable finance plenary, speakers such as **Mitch Reznick (Federated Hermes Limited)** and **Andrew Howard (Schroders)** discussed how ESG-linked capital markets redefine investment risk and return. The speakers emphasised that consistent, data-driven

disclosures are essential to bridging the trust gap between companies and investors. Aviva and Lloyds Banking Group representatives echoed this call for transparency, advocating for robust reporting standards that ensure capital is channeled toward projects with measurable social and environmental impact.



Dr. Roni Ajao With **Steve Kenzie**,
Executive Director UN Global Compact Network, UK

Value Chains and Social Responsibility

The value chain discussion highlighted that sustainability now extends beyond the factory or office; it encompasses suppliers, logistics, and communities. **Robert Williams (AstraZeneca)**, **Matteo Squire (Unilever)**, and **Ulrika Leverenz (H&M Group)** explored how responsible sourcing and supplier partnerships are becoming critical indicators of business resilience. **Ben Ngobi (Accenture)** and **Paul Lockwood (SEKO Logistics)** added that social and environmental metrics must be embedded across procurement and operations to ensure that every link in the value

chain contributes to collective progress.

These discussions reflected principles also central to MRL's work through the Transforming Education in Niger State (TENS II) Programme in Nigeria, a large-scale initiative designed to address educational inequality and strengthen institutional capacity. Much like the summit's focus on value-chain accountability, TENS II demonstrates how systems-level collaboration between government, private partners, and local communities can yield sustainable, measurable

outcomes. The programme's emphasis on data transparency, stakeholder engagement, and human capital development mirrors the ESG frameworks showcased at the summit.

Dr Ajao also shared this view during her discussions with Steve McKenzie the Executive Director of the UN Global Compact Network UK, who was also keen for a close collaboration on the TENS II Programme through the UNGC office in Nigeria.

Reducing Inequalities and Driving Innovation

The session on reducing inequalities explored the social dimension of ESG. **Ori Chandler (Aviva)** and **Katy Reid (Menzies Aviation)** underscored that inclusion, gender equity, and decent work are not peripheral to corporate strategy, they are prerequisites for innovation and long-term performance. They argued for integrating social metrics into business evaluation systems, ensuring that growth benefits extend to all segments of society.

This message resonates deeply with TENS II, which places inclusion at the heart of education

reform by targeting out-of-school children and expanding access to quality learning opportunities for marginalised groups. By improving teacher training, institutional governance, and data-led planning, TENS II exemplifies how social equity and accountability can create resilient systems that deliver both human and economic dividends.

In the innovation and technology plenary, speakers such as **Gavin Shipley (Sarginsons Industries)** and representatives from Asahi Group and Accenture highlighted the transformative role of AI, data

analytics, and circular business models in enhancing efficiency and reducing carbon impact. Their examples illustrated how evidence-based innovation can accelerate sustainable transitions—a concept integral to MRL®'s own approach under TENS II, where real-time data systems are improving decision-making and policy alignment.





Recognising Leadership and the Road Ahead

The Summit also launched “Trailblazers & Transformers: UK Business Sectors Redefining Sustainability,” a flagship report honouring companies that are integrating ESG values into core operations. It highlighted how leading organisations are transforming governance, risk management, and product innovation to align profitability with purpose. New UN Global Compact frameworks were also introduced to help businesses operationalise the Ten Principles and accelerate progress toward the Sustainable Development Goals (SDGs).

In his closing remarks, Steve Kenzie reaffirmed that the shift from ambition to action must be grounded in credible data,

transparent reporting, and shared accountability. He called on companies to embed sustainability in their governance systems to secure long-term competitiveness and trust.

For MRL®, the Summit's themes echoed the organisation's commitment to data-driven transformation and inclusive development through initiatives like TENS II, which directly contributes to SDG 4 (Quality Education) and SDG 10 (Reduced Inequalities). The convergence of global business insights and local innovation underscored a powerful truth: sustainable impact is achieved when policy, finance, and purpose unite.

The overarching message from the Summit was clear: businesses that lead with integrity and invest in people, knowledge, and sustainability are not only advancing the SDGs but shaping the competitive landscape of the future. As MRL® continues to champion transformational programmes across Africa, its participation in this dialogue reinforces the belief that inclusive education and transparent governance are the most enduring forms of ESG leadership.

Future Activities

Advancing Niger State's Development Vision

Following Niger State's participation at the 80th Session of the United Nations General Assembly (UNGA 80), the State through collaboration with MRL® Public Sector Consultants Ltd is setting a new course for strategic implementation across key reform areas. The next phase focuses on translating global dialogue into measurable local action, reinforcing Niger State's position as a model for data-driven governance and human capital development in Africa.



1

Deepening Education Reform

Building on the achievements of the Transforming Education in Niger State (TENS II) Programme, upcoming activities will include:

- Expansion of the Education Personnel Management Information System (EPMIS) to improve real-time teacher deployment and school monitoring.
- Scaling up digital learning hubs across rural and peri-urban communities.
- Introducing specialized training for teachers in STEM and early childhood education to enhance quality and inclusivity.



2

Strengthening the Health Sector

Strengthening the Health Sector

- Deploying geospatial mapping to monitor healthcare facilities.
- Expanding the Primary Healthcare Infrastructure Plan to underserved LGAs.
- Strengthening partnerships for disease surveillance, maternal health, and digital data systems.



3

Advancing Climate and Sustainability Initiatives

MRL® will support Niger State in integrating climate resilience into development planning by:

- Developing frameworks for green growth and renewable energy.
- Partnering with international agencies to access climate financing for flood mitigation and sustainable agriculture.
- Promoting environmental education and awareness programmes across schools and communities.

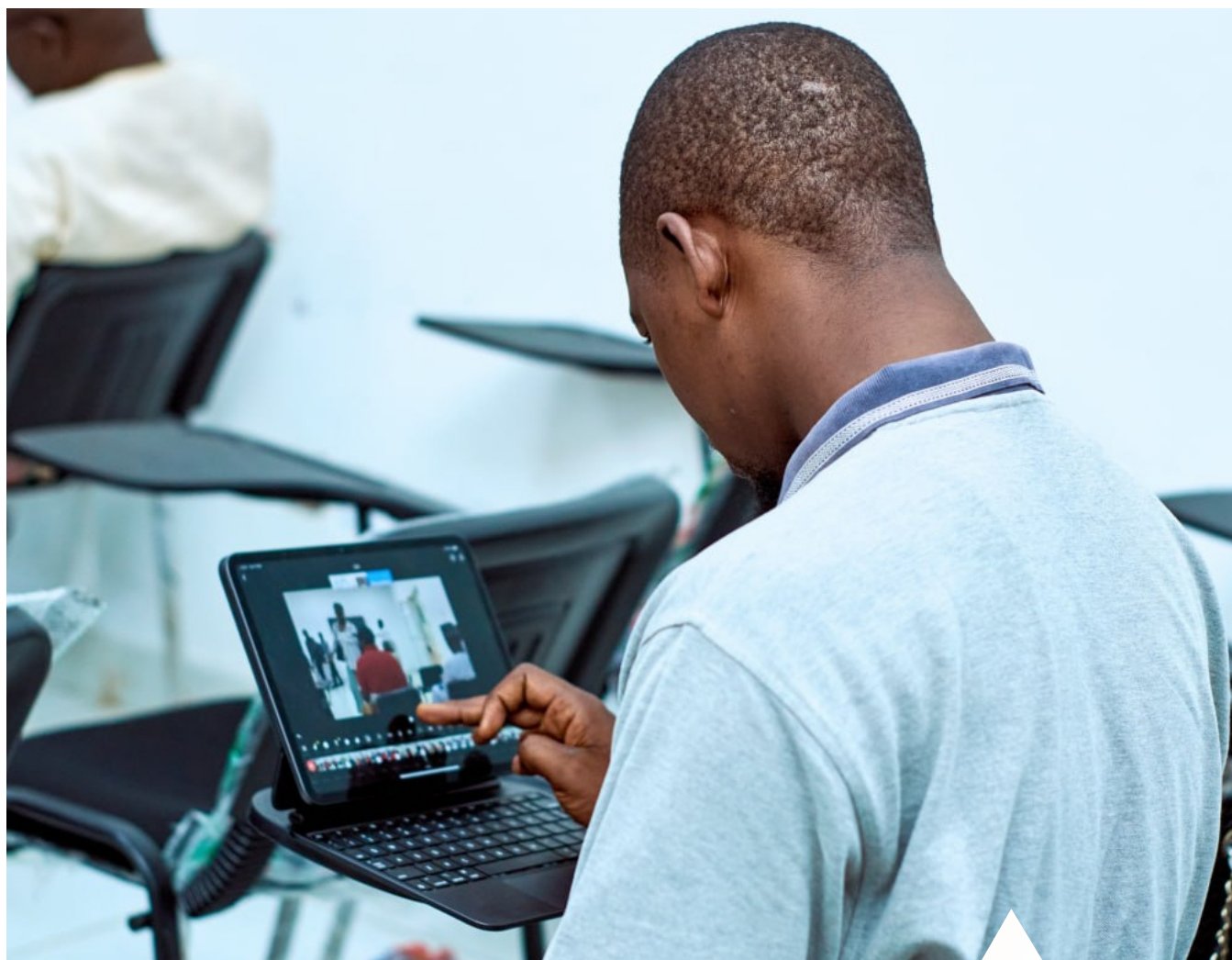


4

Accelerating Digital Transformation

Building on UNGA's call for data-led innovation, Niger State will:

- Strengthen e-Government systems for transparency and efficiency.
- Invest in digital infrastructure to support service delivery.
- Facilitate youth-focused innovation labs that promote digital entrepreneurship.



5

Promoting Inclusive Development and Youth Empowerment

Future initiatives will prioritise:

- Youth leadership programmes and vocational training to expand employment opportunities.
- Women's empowerment initiatives focusing on entrepreneurship and financial inclusion.
- Enhanced social safety nets to support vulnerable populations.



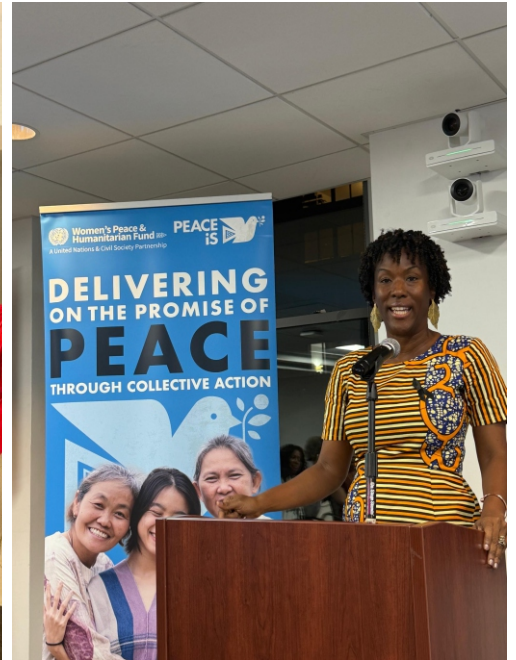
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Fostering Global Partnerships

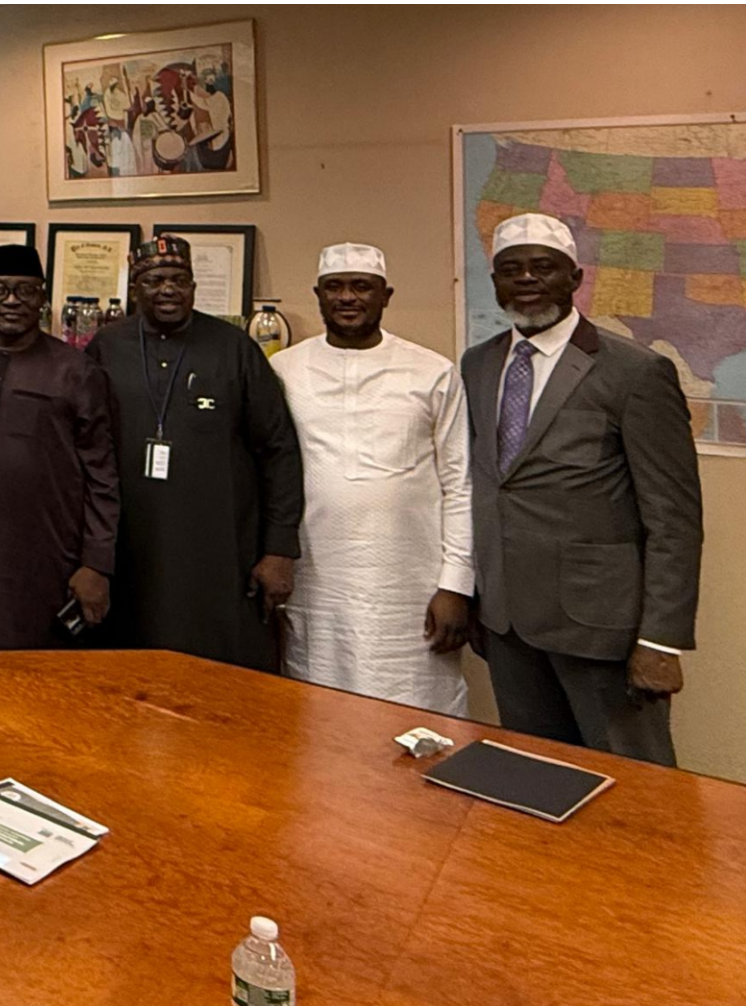
Future initiatives will prioritise:

- MRL® will continue to support the State in engaging with development partners and investors to mobilise resources for state-led reforms. Collaborations initiated at UNGA 80, including with global stakeholders, will advance Niger State's transition towards sustainable, inclusive growth.

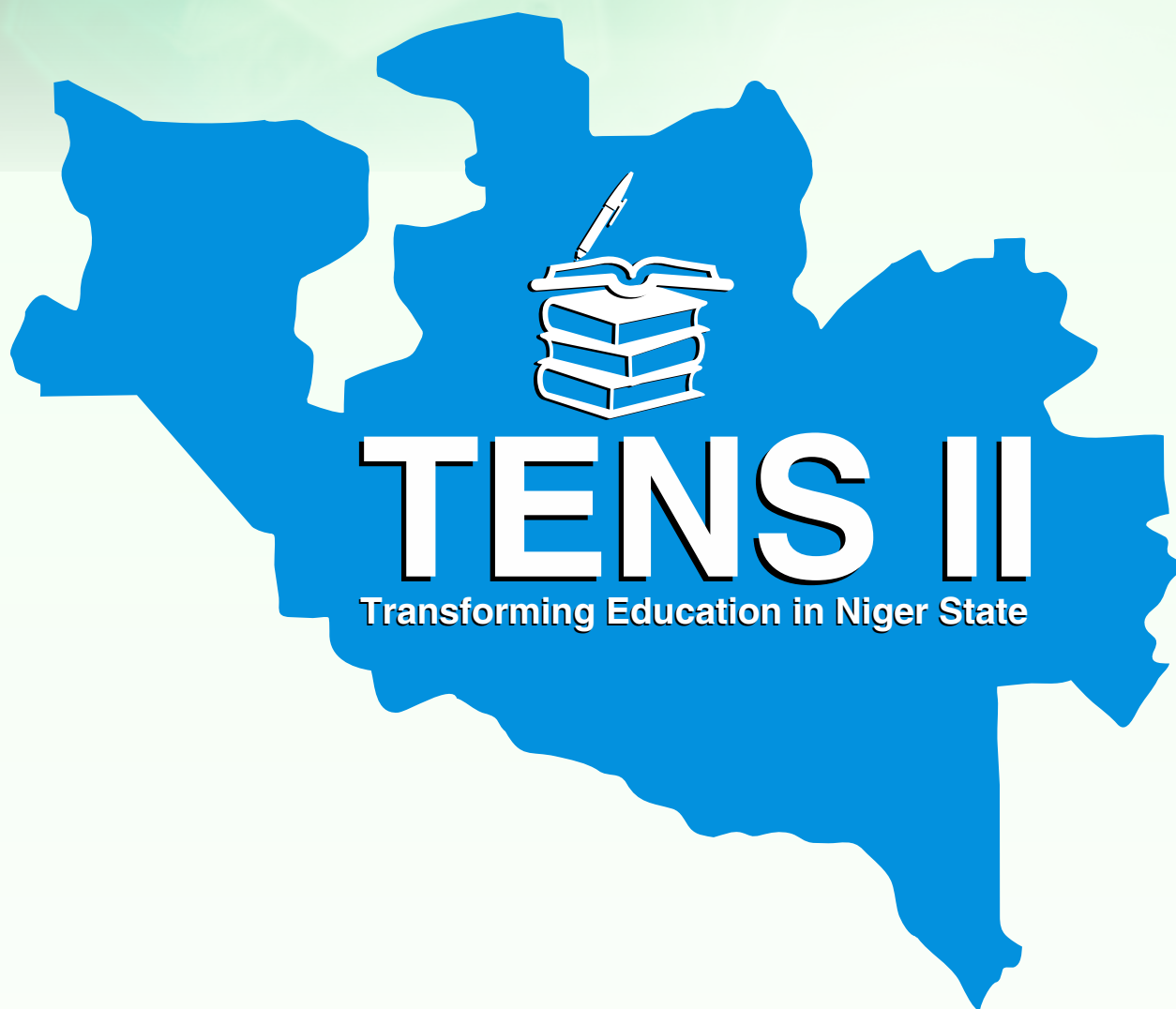
Photo Gallery











MRL® Public Sector Consultants Ltd

 Pepple House, 8 Broad Street, Great Cambourne, Cambridge CB23 6HJ, United Kingdom.

 +44 (0) 7961 326981

 mrl@mrl.uk.com

 www.mrl.uk.com



Niger State Ministry of Basic and Secondary Education,

 Abdulkareem Lafene Secretariat, 52, Minna, Niger State, Nigeria.

 +234 (0) 706 358 8588

 hc@ns-moe.org.ng

 www.ns-moe.org.ng