



THE STATE OF OSUN DEVELOPMENT PLAN 2019 - 2028

Taking the State of Osun to a Higher Level



**Ministry of Economic Planning, Budget and
Development
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Foreword

I am, indeed delighted to write the foreword to this 10-Year State Development Plan of the State of Osun. The Plan is the first of its kind in the history of the state. The Plan has, certainly opened up a new chapter in public sector management in the State of Osun.

The creation of the State of Osun, from the old Oyo State in 1991 was primarily to fast track development of the geographical region. Successive administrations in the state had made spirited efforts to address developmental issues. However, close to three decades later, empirical data indicates that the efforts have not yielded the desired objectives of the founding fathers of the state. Records indicate that attempts were made at different times to fashion out development plans, which were meant to guide a systematic evolution of a modern state. However, there was little or no link between such plans and the annual budgets of the government. Each administration came with its own idea of development and pursued same without reference to historical antecedents. The resultant effect was stunted growth in virtually every sector of the state economy.

The present administration, in determined efforts to place the state on the path of sustainable socio-economic development, fashioned out a six-point integral action plan. The document is a product of in-depth research and a pragmatic approach to rapidly transform the state. The Plan is well articulated however, its authorship poses a challenge. Subsequent administrations may see it as the idea of another administration and may not feel obliged to follow it.

It was in recognition of the aforementioned that this state development plan, which covers a ten-year period, 2019 to 2028, was produced. It is fundamentally different from previous plans in its mode of preparation, comprehensiveness of content and implementation strategy. The SDP evolves from past development plans; with critical inclusion of materials of current and future developmental relevance. The issue of authorship was deliberately addressed to remove political parochialism, which previous plans reflected. In this regard, all stakeholders in the state were involved in the articulation of this Plan. These included the legislature, the judiciary, and members of other political parties who are potential future administrators of the state, representatives of organised private sector, civil society organisations, community development associations, development partners, as well as market women and men. The state bureaucracy was also deeply involved. The importance of involving the state bureaucracy cannot be overemphasised as technocrats will implement the SDP. Consequently, a plan jointly prepared by them and other stakeholders will be easy to implement.

This Plan has gone through inclusive sector and global validation stages in which critical stakeholders and the people at the grassroots examined its contents and made invaluable input. In essence, this Plan can be aptly described, as “The People’s Plan”.

It is anticipated that the State of Osun becomes a place where all and generations yet unborn will be proud of. A common vision and mission have been carefully and



succinctly captured in this document. The state's mission is *“to promote sustainable development through pragmatic, transparent, accountable, and inclusive governance that mobilises human and material resources towards making the state a socio-economic and cultural hub of Nigeria”*. The state's vision is equally clear. It is *“to be a prosperous state in a secure and sustainable environment”*.

The roadmap to decisively address diverse strategic issues of widespread unemployment, low productivity, infrastructural deficit and low agricultural productivity, among others, is clearly defined in this document. One critical issue that will determine the resolution of other challenges is that of low internally generated revenue. It is therefore of utmost importance that a culture of voluntary and appropriate discharge of civic responsibilities, particularly that of payment of taxes, levies and other necessary payments by the citizenry be cultivated.

The fact that this state development plan is coming towards the end of the present administration is a demonstration of its commitment to the future of the state. It is anticipated that the giant developmental strides of this administration and those of its predecessors will not suffer any setback going forward. This administration's successors will have the privilege of using a plan, which is a product of collective thinking, to further propel the State of Osun to the much-desired destination of irreversible prosperity, peace and progress.

In conclusion, it may be pertinent to add that the preparation of this Plan is one thing, but its implementation is by far a bigger issue. As Peter F. Drucker rightly observed, “plans are only good intentions unless they immediately degenerate into hard work”. Huge financial and human resources have gone into the preparation of this plan. If such investment is not to go to waste, we all need to rededicate ourselves and be committed to the effective and efficient implementation of the Plan. I am confident that the full implementation of this plan will foster a radical transformation of the State of Osun and will contribute immeasurably to poverty reduction among the generality of our people. Accordingly, the Plan should be given the support necessary for its effective implementation.

It is therefore my pleasure to present this state development plan as a tool for inclusive and all-round development of the State of Osun and to recommend its diligent implementation.

Rauf Adesoji Aregbesola
Governor, State of Osun



Acknowledgements

The successful preparation of this state development plan was made possible through the immense contributions of diverse stakeholders that cut across the entire strata of the society. The document is a product of the painstaking commitment of all who devoted their time, talent and expertise to chart a course for its orderly and sustainable development.

My profound appreciation goes to the state governor, Ogbeni Rauf Adesoji Aregbesola; a visionary, the brain behind this Plan, whose insight and determination helped us navigate the challenges in delivering this document. Even though he is rounding up his eight-year tenure, he has demonstrated uncommon far-sightedness, commitment and passion in giving prompt approval to the release of the resources required for the formulation and production of this long-term development plan. Governor Aregbesola, has successfully delivered on his pact with the people of the State of Osun, as clearly articulated in his six-point integral action plan to banish poverty, hunger and unemployment; promote functional education, restore healthy living and enhance communal peace and progress. He has, in addition, now initiated the birth of a state development plan that should take the State of Osun to greater heights in the next ten years; from 2019 to 2028.

It is important to recognise the invaluable contributions of many stakeholders in the development of this Plan. These include other arms of government, development partners, (particularly the World Bank, the Department for International Development, the United Nations International Children's and Education Fund and the European Union), the academia, members of civil society organisations, the organised private sector, market women and men, the umbrella bodies of artisans, farmers' groups, professional associations, and community development associations, among others, who shared their wealth of experience to enrich this Plan. We are deeply grateful to them all.

The important roles played by our consultants, BDO Management Consulting Limited, cannot be overemphasised. The wealth of experience of the consulting outfit was effectively utilised to achieve the desired result of producing a state development plan that will stand the test of time. The company is appreciated. The tremendous support received from the State and Local Government Reform (SLOGOR) is worthy of mention and sincerely appreciated.

Technocrats, who will ultimately be engaged in the implementation of the Plan were, as a matter of deliberate policy, deeply involved in its development. Their participation in every stage of the preparation is commendable. It is gratifying to note their deep commitment, since they are critical to the successful execution of the Plan.



Finally, let me express my gratitude to the staff of the Ministry of Economic Planning, Budget and Development who worked round the clock to meet delivery targets. I equally express my gratitude to members of the Sector Planning Teams (SPTs), State Plan Development Team (SPDT) and others who played pivotal roles in all stages of the production of this plan.

It is my hope that the vision of making Osun a sustainably prosperous and peaceful state shall be realised through the implementation of this state development plan.

Dr. Olalekan Yinusa
Honourable Commissioner
Ministry of Economic Planning, Budget and Development



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Historically, the ecology of the state was of two dominant vegetation types; low land rainforest to the south especially in Ile-Ife-Ijesha regions and dry rainforest which transits to Guinea Savanna in the north mainly in the Iwo-Ejigbo axis. Savanna patches found in areas around Gbongan and Odeomu are largely edaphic, occurring because of the nature of the soils on which they grow. The original forests were dominated by trees such as <i>Khaya</i> sp., <i>Entandrophragma</i> sp., <i>Lovoa trichilioides</i> and <i>Gosweilerodendron balsamiferum</i> , <i>Nesogordonia papaverifera</i> , <i>Triplochiton scleroxylon</i> , <i>Anthocleista nobilis</i> , <i>Celtis</i> spp and <i>Melicia excelsa (Iroko)</i> . Many of these trees can still be found especially in the forest reserves. Species such as <i>Vitellaria paradoxa (emi)</i> , <i>Hymenocardia acida</i> and <i>Parkia</i> spp are significant in the savanna region of the state.	27
Much of the original vegetation has been replaced by new agro-ecological systems and cultural artefact. In the rural areas especially in the south, cocoa farms dominate the landscape. Forest reserves are also important elements of the altered landscape in the south. Cocoa culture has given way to kolanut especially in places	



north of Osogbo. Apart from the tree culture, considerable production of food crops such as maize, rice, yam and cassava is grown in various parts of the state.27

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List of Acronyms

Acronym	Definition
AC	Area Council
AfDB	African Development Bank
AO	Administrative Office
APR	Annual Performance Review
AU	African Union
BCC	Budget Call Circular
BOT	Build, Operate and Transfer
CDA	Community Development Association
CDC	Centre for Disease Control
CLO	Civil Liberties Organisation
CRIN	Cocoa Research Institute of Nigeria
CSDP	Community and Social Development Programme
CSFs	Critical Success Factors
CSOs	Civil Society Organisations
DFID	Department for International Development
DMP	Development Master Plan
DPIR	Development Partners and International Relations
DPRS	Department of Planning, Research and Statistics
EoDB	Ease of Doing Business
ERGP	Economic Recovery and Growth Plan
FAO	Food and Agricultural Organisation
FFS	Farmer Field School
FGM/C	Female Genital Mutilation/Cutting
FIDA	International Federation of Women Lawyers
GAP	Good Agricultural Practices
GDP	Gross Domestic Product (GDP)
GRA	Government Residential Area
HDI	Human Development Indices
HRH	Human Resource for Health
ICT	Information Communication and Technology
IGR	Internally Generated Revenue
IITA	International Institute for Tropical Agriculture
JDPI	Justice Development and Peace Initiative



Acronym	Definition
KPI	Key Performance Indicator
LAC	Legal Aid Council
LCDA	Local Council Development Areas
LGA	Local Government Area
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MEPBD	Ministry of Economic Planning Budget and Development
MIS	Management Information System
MTEF	Medium Term Expenditure Framework
MTSS	Medium Term Sector Strategy
NBS	National Bureau of Statistics
NEET	Not in Employment, Education or Training
NEPAD	New Partnership for Africa Development
NIPSS	National Institute for Policy and Strategic Studies
NSCDC	Nigeria Security and Civil Defence Corps
OADP	Osun Agricultural Development Programme
O-AMBLANCE	Osun Ambulance
OBEP	Office of Budget and Economic Planning
O-BOPS	Osun Broilers Out-growers' Scheme
ODFR	Open Defecation Free Roadmap
O-FOPS	Osun Fish Out-Growers' Scheme
O-MEAL	Osun Elementary School Feeding and Health Programme
OPS	Organised Private Sector
O-RAMP	Osun Road Access Mobility Project
O-REAP	Osun Rural Enterprise and Agriculture Programme
ORMA	Osun Road Maintenance Agency
OSBC	State of Osun Broadcasting Corporation
OSWMA	State of Osun Waste Management Agency
OVC	Orphans and Vulnerable Children
O-YES	Osun Youth Employment Scheme
PDU	Programme Delivery Unit
PEMFAR	Public Expenditure Management and Financial Accountability Review
PFM	Public Financial Management
POS	Point of Sales
PPP	Public Private Partnership



Acronym	Definition
PRIME	Partnership Immunisation Efficiency
QIIP	Quick Impact Intervention Project
RUWASSA	Rural Water Supply and Sanitation Agency
SDGs	Sustainable Development Goals
SDP	State Development Plan
SEEDS	State Economic Empowerment and Development Strategy
SHoA	State House of Assembly
SLOGOR	State and Local Government Reform
SOM	Standard Operating Manual
SOMLPforR	Saving One Million Lives Programme for Results
SPC	State Planning Commission
SPICs	Sectors Plan Implementation Committees
TEPCO	Teachers' Establishment and Pension Office
TSA	Treasury Single Account
UN	United Nations
UNDP	United Nations Development Programme
VAT	Value Added tax
WASH	Water Sanitation and Hygiene
WASHCOMs	Water, Sanitation & Hygiene Committees
WCAs	Consumer Associations
WTO	World Tourism Organisation
YESSO	Youth Employment and Social Support Operation



Part One

The first part of this document discusses the background to the Plan; the planning principles and cross cutting issues; the relationship of the SDP to the United Nations' Sustainable Development Goals (SDGs) and an outline of the SDP document. It then presents a profile of the State of Osun as a context for the state development plan. This part of the document also provides an overview of the state's human development experience and its macroeconomic indicators; population distribution by gender and age; local government structure; cultural heritage; opportunities in the State of Osun as well as the state economy and its key development challenges. The section concludes with a presentation of the strategic framework of the Plan; comprising the state's mission, vision and core values; strategic issues or priorities; development pillars for the SDP and their constituent sectors; the SDP goals, expected outcomes and key performance indicators (KPIs) as well as a discussion on the critical success factors (CSFs) of the Plan.



Chapter 1: Introduction and Background to the Plan

1.1 Introduction

The goal of the founding fathers of the State of Osun was to accelerate the development of the geographical region carved out of the old Oyo State. Successive governments in the state embarked on diverse developmental programmes and projects towards that end. Spirited attempts were made to develop plans that would serve individually and collectively to guide the achievement of developmental objectives. Such plans included, but were not limited to, the State Economic Empowerment and Development Strategy (SEEDS); and the state version of Vision 20:2020.

Some progress was made in the directions defined by these plans; however, the outcomes have not been encouraging. More than a quarter of a century after the creation of the state, it still scores relatively low in development indicators. This is partly traceable to a failure to strictly adhere to previous development plans. Moreover, each administration came without a well-articulated master plan and without reference to historical antecedents. The lack of tangible results from past development plans may be due to the mode of preparation and lack of adequate resources or failure to harness same to achieve the desired results.

This state development plan was developed to correct for previous procedural errors and to fashion out an all-inclusive, bottom-up and easily implementable “People’s Plan”.

1.2 Background to the Plan

The need for Public Finance Reforms (PFR) has long been recognised in the State of Osun. Development plans are therefore not new to the state as spirited attempts have been made before to design plans that were meant to guide orderly and sustainable development of the state.

In 2004, the State Economic Empowerment and Development Strategy I (SEEDS I), which covered the period 2004 - 2007, was produced. It was followed by SEEDS II which ran from 2008 - 2011 and which was formulated mainly to tackle outstanding development challenges and ensure the achievement of the Millennium Development Goals (MDGs) by the year 2015.

Areas covered by SEEDS I and II included macroeconomic framework, reforming government and institutions, growing the private sector, social data and human development agenda as well as implementation strategy and financing. Major issues under each thematic area were as follows:

- **Macroeconomic Framework:** Agricultural development, rapid industrialisation through the establishment of small-scale industries,



infrastructural development as well as women and youth empowerment

- **Reforming Government and Institutions:** Public sector/Civil service reforms, privatisation programmes, good governance at all levels; encapsulated in transparency, probity and accountability, good service delivery and positive bureaucracy
- **Growing the Private Sector:** Improvement of the internal security system, adherence to the rule of law, creating an enabling environment for the private sector to thrive, ensuring trade and regional integration as well as globalisation
- **Social Charter and Human Development Agenda:** Evolving sustainable human development on health, education, housing development, generation of employment, gender and geo-political balance
- **Implementation Strategy and Financing:** Financing, monitoring and strengthening partnership between the public and private sectors.

The state version of Vision 20:2020, which overlapped with SEEDS II, was put together as a medium-term implementation plan from 2010-2013. The strategic issues which the plans were to address included low internally generated revenue, infrastructural inadequacy, difficulty in attracting investments to the state, weak industrial base and low agricultural productivity. If the implementation of previous plans had adequately addressed and curtailed the identified strategic issues, there would have been no need to commit time and resources to developing a new plan such as this. The fact that the challenges of the past persist is justification for the new state development plan.

A bold step was taken by the present administration in putting forward a six-point integral action plan which articulated the road map to ameliorating the challenges of poverty, hunger, unemployment, dysfunctional education, inadequate health facilities and threatened communal peace and progress. There is no denying the fact that significant achievements have been recorded in the implementation of the action plan.

However, the state governor left no one in doubt that he conceived the action plan, which he called “My Pact with the People of Osun”. The action plan is a carefully crafted manifesto by the governor and his party, which he has faithfully implemented during his tenure. There was increasing realisation of the need for a state development plan that involved all stakeholders and which successive governments could implement.

This new state development plan, with the benefit of hindsight, has addressed the shortcomings of previous ones, while accommodating their relevant provisions. Its formulation went through a process of mass participation of critical stakeholders through a bottom-up approach.





1.3 Philosophy of the Plan

The state development plan rests on three philosophical principles, namely:

i) Poverty eradication as the overarching goal of development efforts; ii) Gender and Social Inclusion (G&SI) in development; and iii) Constant focus on sustainability of development. The following is a brief explanation of what each of these means and how they have been reflected in this SDP.

- Poverty eradication as the overarching goal of development efforts: The overarching goal of the SDP is to banish poverty in the State of Osun by contributing to the achievement of the United Nation's (UN's) Sustainable Development Goals (SDGs). Accordingly, all programmes, expected outcomes and strategies in the plan have been designed with this goal in mind. Moreover, implementation of the Plan will be monitored, and achievements will be evaluated in relation to poverty eradication.
- Gender and social inclusion (G&SI) in development: This derives from the conviction that no one should be left out in the state's development process. Accordingly, the Plan places maximum priority on carrying along women, children, youths and the elderly; as well as providing effective support to other vulnerable members of society. All sectors will be encouraged to properly reflect G&SI in their strategies in the implementation of this SDP.
- Constant focus on sustainability of development: Benefits that may be experienced from the SDP will be momentary and most of the development efforts will go to waste unless the process is sustainable. This Plan has placed optimum priority on human capital development and revenue generation to enhance sustainability. The plan is also expected to be revised periodically in the light of changing socio-economic circumstances.

1.4 Cross-Cutting Strategic Issues

Some cross-cutting issues were recognised as important for consideration in the design and implementation of the state development plan. The issues are relevant to all the 12 sectors of the economy of the State of Osun. All sectors therefore took these issues into account in developing their respective Medium-Term Sector Strategies (MTSS). The cross-cutting issues are as follows:

- Poverty reduction (Programmes in all sectors should focus on this)
- Gender and social Inclusion issues (Programmes in all sectors should address men, women, children, elderly, disability and other forms of vulnerability, emergency response and disaster management)
- Sustainability issues (Each sector must demonstrate how it will sustain its programmes)
- Role of the private sector (Especially in agriculture, education and health to explore the potential of the private sector)



- Partnership, linkages and networking (Attracting support of development partners and donors)

1.5 The Osun Plan and Sustainable Development Goals (SDGs)

The SDP was inspired by several high-level policy documents such as the United Nation’s Sustainable Development Goals, the African Union’s New Partnership for Africa Development (NEPAD); the OneBloc document from the Development Agenda for Western Nigeria (DAWN) and Nigeria’s Federal Government’s Economic Recovery and Growth Plan (ERGP). However, the main referenced high-level policy document for this SDP is the SDGs; to which Nigeria is a signatory and to which Nigeria is committed to achieving. The expected outcomes and targets in this plan have therefore been tailored to achieve the targets in the SDGs as well as other high-level policy documents.

The outcomes and targets in the SDP are in broad terms. In the course of implementing the Plan, all sectors will be encouraged to break the broad outcomes and targets down to implementable segments and to develop practical strategies for delivering them. Moreover, the implementation of their strategies will be monitored, and their achievements will be evaluated in relation to the SDGs.

1.6 Structure of the Plan

This document is in three parts, comprising of eighteen chapters. Brief descriptions of the respective parts and chapters are as follow:

- Part one consists of three chapters and provides the introduction and background to the Plan; profile of the State of Osun; and the Strategic Framework
- Part two consists of twelve chapters. It addresses sector briefs with focus on the key challenges, objectives, deliverables, high-level strategies and results framework for each of the 12 sectors into which the economy of the State of Osun is divided
- Part three consists of three chapters. It describes implementation of the Plan; how it will be financed and how the implementation will be monitored and evaluated



Chapter 2: Profile of the State of Osun

2.1 The State of Osun at a Glance: Human Development and Macroeconomic Indicators

Human development is defined as the process of enlarging people's freedom and opportunities and improving their well-being. The indices for measuring human development include the measure of life expectancy, education and per capita income for countries worldwide. These are called Human Development Indices (HDIs). Improvement in the indices are interpreted to mean improvement in human development. Table 1 presents some of the human development and macroeconomic indicators for the State of Osun over a 10-year period, 2008 - 2018.

Table 1: State of Osun: Human Development Indices and Basic Macroeconomic Indicators

Index/Indicator	2008	2013	2018
Life Expectancy at Birth (years)		52.1	54.5
GDP Per Capita (N)			652,090
Literacy Rate (%)			59.6
GDP Growth Rate (%)			4.8
Inflation Rate (%)			11.61
Unemployment Rate (%)	12.4	3	14.51
Average Hours of Electricity Supply Per day (Hours)			10
Available Arable Land (ha)			316,780
Total Land Area (Ha)			925,100
Forestry Area Reserve (ha)			568,565
Cultivated Area (ha)			316,783
Farm Settlement (ha)			31,245
Water Body (ha)			1,392
Immunisation Coverage (%)		55.3	43
Fertility Rate (Women 15-49years)		32	57
Infant Mortality Rate (per 1,000)		40	78
Under 5 Mortality Rate (per 1,000)		56	101
Stunting Rate %	20.5(2013)	23.8 (2014)	21.8 (2015)
Underweight %	17.4(2014)	14(2015)	18.7
Wasting Rate (%)	11.1(2013)	9(2014)	3.6(2015)
Etc.			

Source: National Population Council (2017), *Nigeria Demographic and Health Survey (DHS) 2013*; Smart Survey 2013



The present administration has been pursuing improvement in the HDIs for the past seven years, through the implementation of various programmes. Some of these include the Osun Youth Employment Scheme (O-YES); the School Feeding Programme (O-MEAL); Osun Ambulance (O-AMBULANCE) and Osun Road Access Mobility Project (O-RAMP). The state government's efforts have yielded results. For example, in September 2015, the state was second out of the 36 States of Nigeria in a human development index survey conducted by the Department of International Development of the Oxford University, UK.¹

Briefs on some of the enabling programmes of the state government are as follows:

- **Osun Elementary School Feeding and Health Programme (O-MEALS):** The programme provides free nutritious lunch to about 253,000 elementary school pupils daily. Attendance rate in schools has been on the increase since the introduction of the programme. In addition to providing better nutrition for the pupils, the programme also provides employment to food vendors and is cost saving for parents. Because of the successful implementation of the programme, the Federal Government of Nigeria has adopted the idea and has asked other states to understudy the programme.²
- **Osun Ambulance (O-AMBULANCE):** The state government provided ambulances to every part of the state to help reduce accident related deaths on the roads. Paramedics were empowered to provide accident victims with first aid treatment before taking them to a hospital. Free eye glasses are also provided as part of the health programme. These have improved the health status of the people of the state.
- **Osun Youth Empowerment Scheme (O-YES):** Through the scheme, the sum of 200 million naira is injected into the state economy monthly through the payment of N10,000 per participant to 20,000 youths. This has provided employment for youths at the grassroots level. The scheme is currently being replicated by the federal government under the name N-POWER. The State of Osun was rated high by the World Bank for its successful implementation of the youth empowerment scheme.
- ***Opon Imo* (Tablet of Knowledge):** This is another programme that has improved human capital development in the State of Osun. Under the programme, students in senior secondary schools were provided with computer tablets known as *Opon Imo*. These tablets

¹ Department of International Development of the Oxford University London carried out the survey using 10 key human development indicators across all states of Nigeria (See <http://www.osundefender.com/wow-osun-has-the-2nd-highest-human-development-index-in-nigeria/>).

² Business Day, 31 July 2014, (www.businessdayonline.com)



were preloaded with learning material to prepare them for examinations. The provision of the tablets has also been a cost saving mechanism for parents as it reduces the cost of the purchase of textbooks.

- **Osun Road Access Mobility Project (O-RAMP):** This project opened up rural areas in the state that are noted for agricultural production through provision of rural roads. It is now easier for farmers in the state to transport their produce to the markets in urban areas because of the programme. The programme, which has increased the economic activities of the state, is implemented in collaboration with the African Development Bank (AfDB). In addition, 10 km length roads were constructed in each local government area of the state to ease traffic and support rural development.

These programmes have resulted in the assessment of the State of Osun as the second best in human capital development by the Ford Foundation, and the Elumelu Foundation in November 2017. It was also adjudged the state with the second lowest Misery Index in Nigeria, after Jigawa State.

It is pertinent to note that the state is mainly agrarian. The state government issued cocoa seedlings to farmers in rural communities across the state to boost agriculture. Farming has been mechanised and many farmers are taking advantage of this to boost food production in the state and by extension, banishing poverty. In the same vein, there are massive developments in agro-processing industries like cocoa, garri, palm oil and starch processing across the state. The state government, in furtherance of these developments, has invested in training several young farmers in modern technology in agriculture, which should further improve agricultural practices in the state.

2.2 Location and Extent

The State of Osun lies approximately between longitude 3.5945° and 5.65° E and latitude 6.52° and 8.611° N, covering an area of approximately 14,875 square kilometres. It is bounded by Ogun State to the south, Kwara State to the north, Oyo State to the west, and Ekiti and Ondo States to the east. The state has many hills in towns like Ikirun, Iragbiji, Ilesha and Ile-Ife. The political map of the state is presented in Figure 1. The figure depicts the 30 local government areas of the state and the three senatorial districts.



Figure 1: Political Map of the State of Osun



Source: Ministry of Lands and Physical Planning, State of Osun

2.3 Climate

The climate of the State of Osun is humid tropical with distinct wet and dry seasons, which Koppen classified as AW. The dry season usually starts in November and lasts until April while the rainy season spans the period between April and October. The rains come with two peaks - the first in June and the second in September. The annual rainfall can reach up to 1,800mm in many parts of the state. The mean minimum temperature is about 18⁰C while the maximum is up to 30⁰C.



2.4 Vegetation

Historically, the ecology of the state was of two dominant vegetation types; low land rainforest to the south especially in Ile-Ife-Ijesha regions and dry rainforest which transits to Guinea Savanna in the north mainly in the Iwo-Ejigbo axis. Savanna patches found in areas around Gbongan and Odeomu are largely edaphic, occurring because of the nature of the soils on which they grow. The original forests were dominated by trees such as *Khaya* sp., *Entandrophragma* sp., *Lovoa trichilioides* and *Gosweilerodendron balsamiferum*, *Nesogordonia papaverifera*, *Triplochiton scleroxylon*, *Anthocleista nobilis*, *Celtis* spp and *Melicia excelsa* (*Iroko*). Many of these trees can still be found especially in the forest reserves. Species such as *Vitellaria paradoxa* (*emi*), *Hymenocardia acida* and *Parkia* spp are significant in the savanna region of the state.

Much of the original vegetation has been replaced by new agro-ecological systems and cultural artefact. In the rural areas especially in the south, cocoa farms dominate the landscape. Forest reserves are also important elements of the altered landscape in the south. Cocoa culture has given way to kolanut especially in places north of Osogbo. Apart from the tree culture, considerable production of food crops such as maize, rice, yam and cassava is grown in various parts of the state.

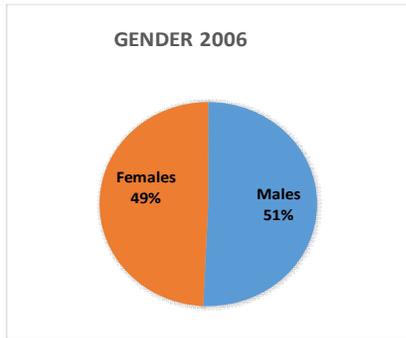
2.5 Population: Size and Age Distribution

According to the 2006 national population census, the population of the State of Osun was 3,416,959. The estimated population of the state in 2018 is 4,974,919, using a growth rate of 3.18 per cent per annum.

Figure 2 presents the gender and age distribution of the population of the state based on the 2006 national population census. The data shows that as at 2006, there were more males than females; representing 50.8 per cent of the total population. The population was predominantly comprised of youths. For example, those aged 29 and below represented 67.5 per cent of the population (See Figure 2). This underlines the need to focus attention on development issues affecting the youths, such as education, employment and recreation.

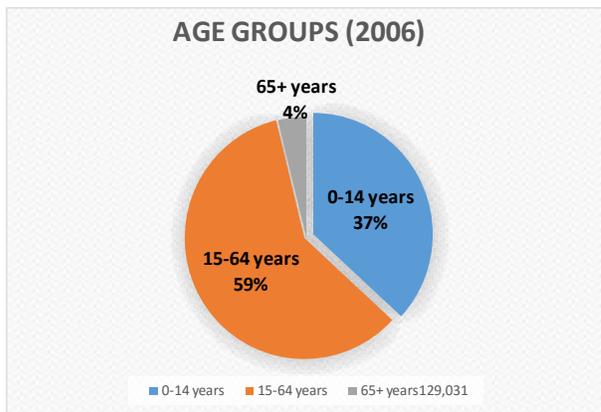


Figure 2: Gender and Age Distribution of the Population of the State of Osun: 2006



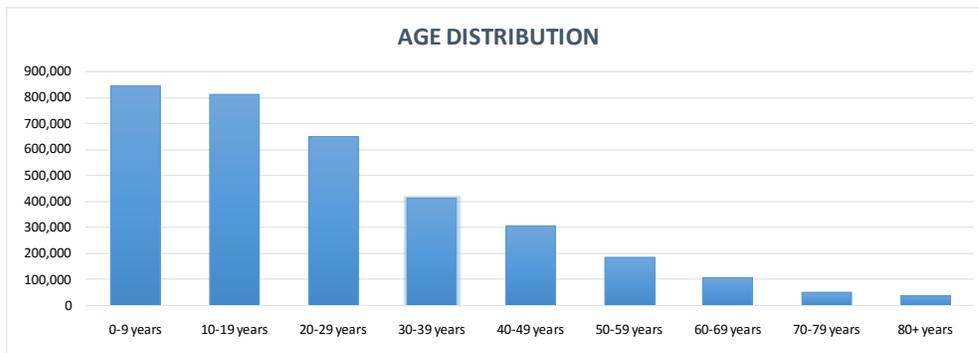
GENDER 2006

Males	1,734,149
Females	1,682,810



Age Groups (2006)

0-14 years	1,280,688
15-64 years	2,027,230
65+ years	129,031



Age Distribution	Persons
0-9 years	846,964
10-19 years	810,558
20-29 years	649,525
30-39 years	412,199
40-49 years	309,488
50-59 years	186,745
60-69 years	110,512
70-79 years	53,079
80+ years	37,889



Table 2: Population Distribution of the State by Local Government Areas

Name	Status	Population	Population
		Census	Projection
		21-03-06	21-03-18
Osun	State	3,416,959	4,974,919
Aiyedaade	Local Government Area	149,569	217,765
Aiyedire	Local Government Area	76,309	111,102
Atakunmosa East	Local Government Area	76,105	110,805
Atakunmosa West	Local Government Area	68,350	99,514
Boluwaduro	Local Government Area	70,954	103,305
Boripe	Local Government Area	138,742	202,001
Ede North	Local Government Area	83,818	122,035
Ede South	Local Government Area	75,489	109,908
Egbedore	Local Government Area	73,969	107,695
Ejigbo	Local Government Area	132,515	192,935
Ife Central	Local Government Area	167,204	243,441
Ifedayo	Local Government Area	37,508	54,610
Ife East	Local Government Area	188,614	274,612
Ifelodun	Local Government Area	96,444	140,418
Ife North	Local Government Area	153,274	223,159
Ife South	Local Government Area	134,490	195,811
Ila	Local Government Area	62,054	90,347
Ilesha East	Local Government Area	105,416	153,480
Ilesha West	Local Government Area	106,809	155,508
Irepodun	Local Government Area	119,590	174,117
Irewole	Local Government Area	142,806	207,918
Isokan	Local Government Area	102,060	148,594
Iwo	Local Government Area	191,348	278,593
Obokun	Local Government Area	116,850	170,128
Odo-Otin	Local Government Area	132,078	192,299
Ola-Oluwa	Local Government Area	76,227	110,983
Olorunda	Local Government Area	131,649	191,674
Oriade	Local Government Area	148,379	216,032
Orolu	Local Government Area	102,832	149,718
Osogbo	Local Government Area	155,507	226,410
Nigeria	Federal Republic	140,431,790	204,461,581

Source: National Bureau of Statistics (NBS), 2006

2.6 Local Government Structure

The local government is the third tier of the administrative structure in Nigeria. The local government system is guaranteed under section 7 of the 1999 Nigerian constitution. It is, therefore autonomous with legal status. As a matter of fact, it is the government at the grassroots level. The State of Osun currently has 30 local government areas (LGAs), 33 local council development areas (LCDAs), 3 area councils (ACs), and 2 administrative offices (AOs). The local government areas were created by the 1999



Constitution of Nigeria while the other local administrative divisions (LCDAs, ACs and AOs) were created by the state government to facilitate and strengthen governance.

It is envisaged that all the LGAs and local administrative divisions of the state will fully contribute to the implementation of this state development plan. In this wise, LGAs will be supported to prepare their own medium-term strategies for implementing sections of the SDP that pertain to them.

Appendix 1 presents the list of local administrative divisions of the state as at May 2018. Appendix 2 presents the 30 local government areas of the state, their population, headquarters, and what each LGA is known for.

2.7 Cultural Heritage

The State of Osun, also known as the State of the Virtuous, is predominantly inhabited by the Yoruba race; composed of Ifes, Ijesas, Oyos and the Igbominas. The people speak the Yoruba language with variations in intonation and accents across the state. The state is highly urbanised with several large and medium-sized towns and cities. Among these are Osogbo (the state capital), Ife, Ilesa, Ede, Ikirun, Iwo, Ejigbo, Ikire, Ila-Orangun, Okuku, Modakeke, Ire and Esa-Oke. The state's name was derived from the River Osun, a deified natural spring, where annual traditional festivities are held.

Osun has a rich culture, which is reflected in their art, literature, music and other social activities in the state. Also, the state has a highly literate and articulate people which makes for a productive workforce. The state's rich cultural heritage and its serene environment attracts hundreds of tourists to the state every year. Notable festivals in the state include the Osun-Osogbo festival, Olojo festival in Ile-Ife, Iwude festival in Ilesa, Isinro in Ila-Orangun, Odun Egungun (masquerade festival) and new yam festival among others. These cultural festivals are celebrated in the state.

There used to be many sacred groves in Yoruba land. Up till the early part of the last century, virtually every town had one. Most of these groves have now been abandoned, shrunk to quite small areas or disappeared completely. Today, the Osun-Osogbo Sacred Grove, remains one of the remnants of such groves in southern Nigeria; it is very much revered. Indeed, this site is so significant that it was declared a UNESCO World Heritage Site in 2005. The restoration of the grove by artists has given it a new status: it has become a sacred place for the whole of Yoruba land and a symbol of identity for the wider Yoruba diaspora.



The Osun-Osogbo grove has about 40 sanctuaries and shrines, sculptures and art works in honour of Osun (the goddess of fertility) and other deities. The site is protected by state law from fishing, hunting, poaching, felling of trees and farming. The grove is part of the National Tourism Development Master Plan that was established in collaboration with the World Tourism Organisation (WTO) and United Nations Development Programme (UNDP).

The State of Osun is endowed with several reputable religious leaders of various faith, as well as globally renowned cultural icons. The state is also blessed with numerous tourist attractions, which the state government hopes to further develop for improved tourism activities in the state.

2.8 Potential for development in the State of Osun

The State of Osun has strong potential for development in agriculture and tourism; other notable areas include mineral resources, commerce and industry, infrastructure, education and social services. Briefs on these areas are as follows:

Agriculture: The climate of the state is conducive to commercial production of eight major categories of agricultural produce which have extensive potential for industrial utilisation. These include cereals such as maize and beans; roots and tubers like cassava, yam and cocoyam, as well as fruits and vegetables like oranges, cashew, mango and tomatoes.

A deliberate policy for mass food production was initiated by the state government in recognition of the enormous potential for agriculture and employment generation. The initiative, Osun Rural Enterprise and Agriculture Programme (O-REAP), was designed to enable the Ministry of Agriculture give priority to the agriculture commodity value chain - spanning production, processing, storage, preservation and marketing.

Tourism: The National Institute for Policy and Strategic Studies (NIPSS) has declared the potential for tourism in Osun as a gold mine. Tourism is a worldwide industry, which is recognised as one of the top three sectors of world trade; ranking third after petroleum and the vehicle industries. The State of Osun has several attractive, natural and world class tourist sites. Indeed, there are more than 55 notable tourism sites. Some of them are historical while others are spiritual.

The tourist sites include the Osun-Osogbo Sacred Grove, Osogbo; Oduduwa Grove and Oranmiyan Staff in Ile Ife; the Kiriji War Site in Imesi-Ile in Igbajo; Olumirin Waterfall in Ijesa; Ayinkunugba Waterfall in Oke-Ila; Imesi Mysterious Caves and Movement Rocks. These are major tourist sites which have the potential for turning around the economy of the state.

Other potential areas of development: These include mineral resources in all the local government areas of the state. These are classified into (a) precious stones such as gold and aqua marine; (b) metallic minerals or



heavy metals such as columbite (found in Atakunmosa West, Ife East), tin ore (Atakunmosa East and West and Ife Central), and iron ore found in Ejigbo and Ola Oluwa; and (c) industrial minerals such as granite and gravel.

Constant Electricity Supply: The State of Osun, especially its capital city, Osogbo, has constant supply of electricity; perhaps the best in Nigeria. This is very useful for industrial production and other economic activities.

2.9 The State Economy and Key Development Challenges

Economic activities in the State of Osun are predominantly farming and commerce. As noted previously, the state is mainly agrarian, depending heavily on the agriculture sector for its food supply, employment and growth of its gross domestic product. The major food crops grown include cereals such as maize and beans; roots and tubers such as cassava, yam and cocoyam; as well as fruits and vegetables such as oranges, cashew, mango and tomatoes. The cash crops grown include tobacco, cocoa and oil palm.

There are also several manufacturing industries in the state. These include the following: RLG Communications Limited, Ilesha; Prism Steel Mills Limited, Ilesha; International Breweries, Ilesha; Skyrun Cocoa Products Industry Limited, Ede; Espro Asphalt Production Company Limited, Waasimi; Gbeniga Eagle Poly Bags Enterprises, Osogbo; Kasmu Industry Nigeria Limited, Osogbo; Yinka Oba Foam Nigeria Limited, Ilesha; Top Stay International Nigeria Limited, Osogbo; Genesis of Grace Sawmill, Ile-Ife; Sam Fayemi and Co, Ile-Ife; Ipin Aise Sawmill Nigeria Ltd, Ile-Ife; Olas Salson Investment Ltd, Osogbo; Bonko Agro Nigeria Enterprises, Osogbo; Haftech Technical Ventures, Osogbo; Jab and M.Ltd, Gbongan; Hi-Merzy International Investment Ltd, Osogbo; Fortunate Bakeries, Osogbo; Boladap Ventures, Erin-Osun; Lopin Ltd, Osogbo; Jostag Pharmaceutical industries, Ilesha; Abimson Furniture Machinery, Ilesha; Crown feeds and Aquaculture, Osogbo; Opeyemi Bread and Confectionery, Ilesha; Sweet Art Nigeria Ltd, Waasimi; Sammy Metal Fabrication, Ilesha; Alaral Technical Company, Ofatedo; S.Lawalson Global Concepts, Osogbo; Pade Omotoyosi Ventures, Osogbo; Mank Nigeria Enterprises, Osogbo; Murry Murrison International Nigeria Ltd, Okuku; Agu-Odumegwu International Ltd, Osogbo; Perfect Impact Nigeria Ltd, Osogbo; Lawod Metals Nigeria Ltd, Ilobu; Abiola Electricals Manufacturing Company Ltd, Osogbo; Ergo Multiventures Ltd, Ido-Osun; Taj-Jiib Global Link Nigeria, Osogbo; Brown and Bulk Agro-Allied, Owode-Ede; Sam-Ace Ltd, Akoda-Ede; Odunola Farms and Agro-Allied Nigeria Ltd, Osogbo.

The state also has many commercial banks in most of its towns and cities.

Tourism is an expanding industry in the state. As noted previously, the state has a rich cultural heritage which is reflected in its music, art, dances, dress and cultural festivals. The State of Osun is well known for its talking and *bata* drums. It is also well known for its art works. Tourist



attractions include the popular Osun-Osogbo Cultural Festival, Kiriji War Site, Olumirin Water Fall, the famous Ife Bronze, Oranmiyan Staff, various hills and mountains, and religious shrines.

Commercial activities are extensive in virtually every community in the state, particularly in Osogbo, Ilesa, Ile-Ife and Ede.



The State of Osun has several challenges, which are being addressed by the state government. These include low internally generated revenue, youth unemployment and infrastructural deficit (See Section 3.3 for more). Effective implementation of the SDP will no doubt ameliorate these challenges.



Chapter 3: Strategic Framework of the Plan

3.1 Introduction

This chapter discusses the high-level strategic framework for achieving the ten-year development plan for the state, with the year 2017 as the baseline. The socio-economic management over the last six years has been guided by the six-point integral action plan which focused on:

- Banishing Poverty
- Banishing Unemployment
- Banishing Hunger
- Restoring Healthy Living
- Enhancing Communal Peace and Progress and
- Promoting Functional Education

This SDP evolves from the achievements of the six-point integral action plan. This chapter presents the strategic framework, as a context for the Plan. It includes the mission, vision and core values of the state, which provide the general direction, strategic or priority issues in which the strategies need to be developed to ameliorate the core development pillars and their constituent sectors, the goals, expected outcomes and key performance indicators (KPIs). It also provides a summary of the critical success factors of the Plan.

3.2 The State's Mission, Vision and Core Values

The state's mission and vision statements and its core values were developed recognising the need for inclusive developmental growth and local content regarding human and material resources. It also considered the cherished core value of the generality of the state's citizens that see the state as the "State of Virtue", which in Yoruba Language means "*Ipinle Omoluabi*". They are also within the core concept of the OneBloc of the DAWN which emphasises "rebuilding the regional productivity framework" of the larger western Nigerian region to which the State of Osun belongs.

The state's mission, vision and core values are presented in Table 3.



Table 3: Mission, Vision and Core Values of the State of Osun

<p style="text-align: center;">Mission Statement</p> <p>To promote sustainable development through pragmatic, transparent, accountable and inclusive governance that mobilises human and material resources towards making the state a socio-economic and cultural hub for Nigeria</p>	<p style="text-align: center;">Core Values</p> <ul style="list-style-type: none"> • Virtue: Showing high moral standards, incorruptible and honest • Diligence: Conscientious, meticulous, hardworking, disciplined, firm, enterprising and productive • Resilience: Strong, able to recover and rebound from difficulties, not giving up easily, a good listener, enduring and patient • Responsibility: Being dutiful and accountable to self and society, demonstrating responsible leadership and/or followership, and a role model • Hospitality: Being courteous and accommodating to all, respectful to all, non-discriminatory and accommodating divergent views
<p style="text-align: center;">Vision Statement</p> <p>To be a prosperous state in a secure and sustainable environment</p>	

3.3 Strategic Issues / Priorities of the State Government

Strategic issues or issues that are of priority to the state government were identified. The issues were grouped according to the four development pillars of the SDP. The development pillars are major sections in which the priority issues fall. Table 4 presents the development pillars and their constituent strategic issues.



Table 4: Development Pillars and Constituent Strategic Issues

Development Pillar	Strategic Issues
Economic Development	<ul style="list-style-type: none"> • Low internally generated revenue • Low agricultural productivity • Low productivity generally • Poor ease of doing business • Poor M&E framework, implementation and coordination • Weak planning and budgeting system and poor budget performance
Infrastructure Development	<ul style="list-style-type: none"> • Gross infrastructural deficit/shortages • Poor access to potable water
Human Capital Development and Security	<ul style="list-style-type: none"> • Widespread youth unemployment • Low response to gender issues across sectors • Low quality and/or dysfunctional basic, secondary and tertiary institutions • Poor healthcare delivery • Weak security and legal framework • Poor framework for protection, care and support for orphan and vulnerable people • Weak governance system across sectors • Weak mass communication system in the state
Environmental Sustainability	<ul style="list-style-type: none"> • Climate Change • Deforestation

3.4 Development Pillars, Constituent Sectors and Expected Outcomes

The twelve sectors into which the economy of the State of Osun was classified were mapped against the four development pillars. The outcomes expected from each development pillars were also articulated. Table 5 presents the development pillars, their constituent sectors and expected outcomes. The development pillars and their expected outcomes are further illustrated in Figure 3.

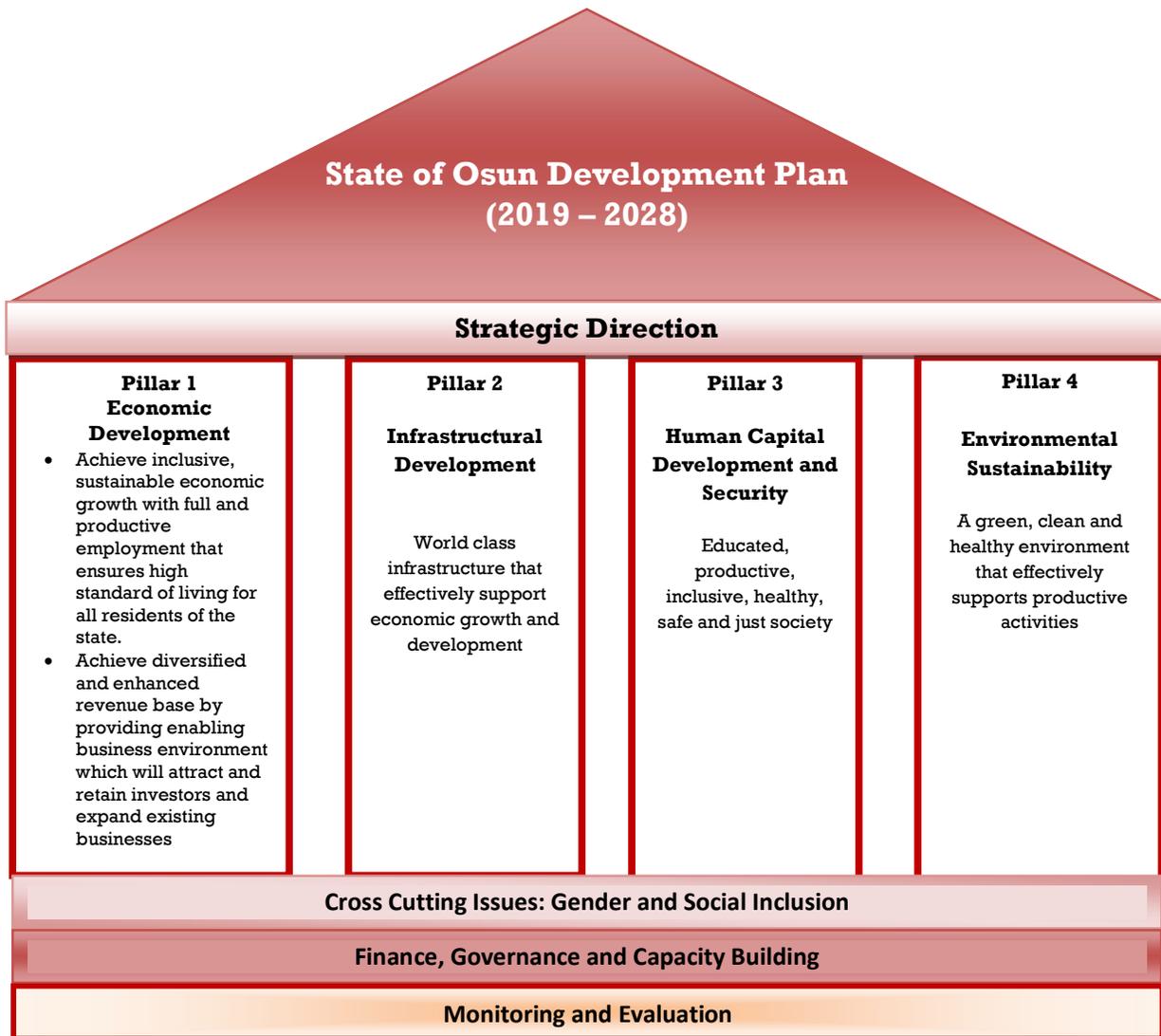
Table 5: Development Pillars, Constituent Sectors and Expected Outcomes

S/N	Development Pillar	Constituent Sectors	Expected Outcomes
1.	Economic Development	<ul style="list-style-type: none"> • Agriculture • Commerce and Industry • Budget, Planning and Revenue Mobilisation 	<ul style="list-style-type: none"> • A productive, efficient, functional economy leading to increased employment, improved revenue generation and poverty reduction
2.	Infrastructural Development	<ul style="list-style-type: none"> • Water and Sanitation • Infrastructure • Information and Communication 	<ul style="list-style-type: none"> • World class infrastructure that effectively supports economic growth and development



S/N	Development Pillar	Constituent Sectors	Expected Outcomes
3.	Human Capital Development and Security	<ul style="list-style-type: none"> • Education • Health • Social Development and Welfare • Security, Law and Justice • Governance and Administration 	<ul style="list-style-type: none"> • Educated, productive, inclusive, healthy, safe and just society
4.	Environmental Sustainability	<ul style="list-style-type: none"> • Environment 	<ul style="list-style-type: none"> • A green, clean and healthy environment that effectively supports productive activities

Figure 3: Development Pillars and Expected Outcomes



3.5 SDP Goals, Expected Outcomes, Key Performance Indicators (KPIs) and High-level Strategies

Five goals were developed for this SDP. The goals represent the end results which the state wishes to achieve in the implementation of the State Development Plan. The goals will provide the reference points for sectors in developing their objectives in articulating their Medium-Term Sector Strategies. Thus, during the implementation of the MTSSs, as the sector objectives are being achieved, the relevant SDP goals will also be achieved.

Each SDP goal has a specific deliverable. This is the measurable benefit to be derived by the society. Key performance indicators are also developed to determine whether the specified outcomes are delivered. Finally, high-level or broad strategies are articulated for ensuring that the SDP goals are achieved and that the specified outcomes are delivered. Again, the high-level strategies will provide a reference point to sectors in articulating their strategies while developing their MTSS. Accordingly, sectors will be expected to take each broad or high-level strategy relevant to them, break such strategies down to implementable elements and articulate specific strategies to be implemented by way of the programmes to be implemented, projects to be executed, outputs to be expected and outcomes to be delivered.

Table 6 presents the SDP goals, their expected outcomes, KPIs of the expected outcomes and the high-level strategies for achieving the SDP goals and delivering their expected outcomes.

Table 6: SDP Goals, Expected Outcomes, Key Performance Indicators and High-level Strategies

SDP Goal	Expected Outcome	Key Performance Indicator (KPI)	High-Level Strategy
Achieve inclusive, sustainable economic growth with full and productive employment that ensures high standard of living for all residents of the state	A productive, efficient, functional economy leading to increased employment, improved revenue generation and poverty reduction	<ul style="list-style-type: none"> • GDP growth rate • Unemployment rate • Inflation rate • Trend of the IGR • Trend of the Human Development Index • Poverty rate 	<ul style="list-style-type: none"> • Encourage the development of PPP • Improve Ease of Doing Business (EoDB) • Expand agricultural mechanisation and irrigation • Provide full support for agricultural development • Provide special support for women in agriculture



SDP Goal	Expected Outcome	Key Performance Indicator (KPI)	High-Level Strategy
Achieve diversified and enhanced revenue base by providing enabling business environment which will attract and retain investors and expand existing businesses	Improved revenue generation and increased private sector investment	<ul style="list-style-type: none"> • Trend of the IGR • Trend of private investments (domestic and foreign) 	<ul style="list-style-type: none"> • Carry out tax reform to expand the tax base and improve effectiveness of collection and retention • Deploy technology for effective collection of revenue • Improve Ease of Doing Business (EoDB) • Awareness and sensitisation of tax payers • Support revenue generation institutions for optimal performance
Achieve world class state infrastructure system that attracts investors, facilitates economic growth and supports the state's priority needs	World class infrastructure that effectively supports economic growth and development	<ul style="list-style-type: none"> • Index of the cost of doing business • Trend of business cost of providing basic utilities 	<ul style="list-style-type: none"> • Encourage PPP in the provision of infrastructure • Prepare and implement infrastructure master plan • Encourage community participation in infrastructure provision and maintenance. • Regularly maintain infrastructure
Ensure qualitative and functional education and healthy living in a safe and secure egalitarian society through people-oriented development	Educated, productive, inclusive, healthy, safe and just society	<ul style="list-style-type: none"> • Literacy rate • Average labour productivity • Number and effectiveness of schemes for the vulnerable • Average life expectancy at birth • Level of security of life and properties • Effectiveness of the justice system 	<ul style="list-style-type: none"> • Provide effective Training and capacity development • Provide intensive entrepreneurship training • Intensify vocational and technical education • Review the education curricula to produce employable graduates • Ensure gender mainstreaming • Human capacity development for teachers
Ensure cities and human settlements are safe, resilient	A green, clean and healthy environment that	<ul style="list-style-type: none"> • Level of environmental cleanliness • Trend of 	<ul style="list-style-type: none"> • Timely weather report • Improved waste collection and management • Encourage afforestation



SDP Goal	Expected Outcome	Key Performance Indicator (KPI)	High-Level Strategy
and sustainable while also conserving the ecosystem	effectively supports productive activities	government expenditure on environmental management • Number and quality of parks and gardens	<ul style="list-style-type: none"> • Enact and effectively implement pollution control law • Encourage waste to wealth projects on a PPP basis • Discourage bush burning and emission

3.6 Critical Success Factors (CSFs) of the Plan

Some factors are critical for the success of this SDP and for the plan to deliver its expected outcomes. The state government is aware of such factors and will do everything in its power to ensure that the critical success factors (CSFs) prevail as required. Key among the CSFs are the following:

- **Commitment to implementation of the plan:** This is about the overarching critical success factor for this SDP and any plan for that matter. The highest political authority must be strongly committed to the implementation of the Plan and commitment must be stepped down to all levels of the government. Among other things, the highest political commitment will ensure that resources are released for implementation the Plan as and when needed; that the implementation is diligently monitored, and performance is critically evaluated; that all role players play their roles effectively and lapses be appropriately sanctioned while commendable performance is rewarded. Strict adherence to the Plan is an important element of commitment to its implementation. The Plan is to be implemented as designed; and deviating from the process should be done only when it is absolutely necessary.
- **Boosting internally generated revenue:** Availability of funds is crucial to implementation of the Plan. The current level of internally generated revenue is grossly inadequate to implement this SDP. Effective implementation of the Plan requires steady and commensurate inflow of resources to ensure sustainability of the implementation process. Efforts will therefore be made to boost IGR. In particular, the tax system will be overhauled to generate commensurate revenue for the state government.
- **Human Capital Development:** This SDP will be implemented by people with requisite skills, experience and commitment. Where there is any shortage, efforts will be made to make up for the shortfalls. Needs analysis will be carried out to identify training needs for implementation of the Plan and training will be provided as identified. The development pillar on human capital development is meant to deliver this.



- **Private sector participation:** The role of the private sector in the implementation of this Plan will be critical and efforts will be made to encourage the private sector to live up to its responsibility. There are enough opportunities for private sector investment and participation in agriculture, commerce and industry, and development of infrastructure. Appropriate incentives and information will be provided to attract private investors to take up the opportunities. Massive awareness creation campaigns will also be deployed to effectively sensitise the private sector to the available investment opportunities.
- **Community mobilisation and stakeholder engagement:** This is important for ensuring the appropriateness of programmes to be implemented at various locations; for ensuring effective monitoring of the implementation and for ownership and buy-in by the people. Communities, civil society organisations (CSOs) and other stakeholders were part of the development of this SDP. They will also be fully involved in the implementation of the Plan. In this wise, each sector will be required to articulate specific roles for the communities and other stakeholders in the implementation of its sector strategies to be developed for the implementation of this SDP.
- **Development partners' support:** Support of development partners' is fast becoming indispensable for development efforts in Nigeria. The partners provide funds and share best practices, which are critical for the development process. Efforts will be made during the implementation of this SDP to attract the support of development partners without compromising the focus and independence of the State of Osun.



Part Two

Sector Briefs

This part of the SDP document discusses briefs on the 12 sectors of the state economy. Each sector's brief starts with an overview of the sector. This is followed by an outline of the key challenges faced by the sector and the objectives which the sector wishes to pursue in the medium term (2019 - 2021). The sector's objectives should derive from relevant goals in the SDP. For the respective sector objectives, each sector will specify the deliverables and the high-level strategies for achieving the sector objectives and delivering the associated outcomes. The high-level strategies specified in the sector briefs will be broken down into implementable elements while developing their MTSSs. Each sector's brief will end with a presentation of the results framework, comprising the outcomes to be delivered; the key performance indicators for the respective outcomes; the baseline of the respective outcomes and the medium-term targets for the respective outcomes over the period 2019 - 2021.



Chapter 4: Agriculture and Food Security Sector

4.1 Overview of the Agriculture Sector in State of Osun



Agriculture is a key component of the economy of the State of Osun. The sector has the greatest potential for poverty alleviation, job creation, increased internally generated revenue and sustainable economic development. The sector, as a predominantly agrarian society, has contributed significantly to food security and provided raw materials for the agro-allied industry as well as employment for over 70 per cent of the state's economically active population who are engaged

(directly or indirectly) in agriculture.

The state has a rural land area of approximately 925,100 hectares. Just about a third of this (316,780 hectares) is put to arable cropping and about two-ninths (178,500 hectares) for tree crops cultivation. Close to a third (277,984 hectares) is under forest reserve while 147,698 hectares or about 16 per cent of the available land is uncultivated. A total of 1,393 hectares is under water while 181,245 hectares is occupied by farm settlements.

The dominant crops grown vary from one zone to the other, depending on the prevailing climatic factors and vegetation as well as soil type. Poultry is the most common stock in the state, with regards to livestock production, with an estimated 12 million birds. Other stock are cattle, goat, sheep, pigs and rabbit. Fish production in the state is limited to aquaculture. Most of the agricultural production (about 90 per cent) are done by small holder farmers; characterised by low productivity, low capital investment, low technology, poor returns, low savings and food insecurity. Food crops are grown largely on rain-fed farms.

The agricultural sector has, however, witnessed renewed attention from the present state government. Some of the key issues being addressed are limited application of technology resulting in low productivity; youth aversion to agriculture, poor market linkages, inadequate access to land and agricultural inputs, inadequate agricultural extension agents, menace of herdsmen, drought, inadequate support for women, lack of standard abattoir, inadequate training or manpower development, as well as inadequate agricultural data for strategic planning.



Despite the multifarious challenges, there have been laudable achievements in the agriculture sector over the years. These include the following:

- **Osun-Broiler Out-growers' Scheme (O-BOPS):** This scheme has empowered over 448 farmers. Other outputs of the scheme include the stocking of out-growers farms with 10 million day old chicks from inception till date; generation of a profit of over N540 million by farmers; creation of over 2,000 jobs; and empowerment of over 10,000 farm hands in indirect activities such as the selling of allied products and services; including selling of charcoal and kerosene as well as saw milling and carpentry. The O-BOPS Scheme enjoys market linkage with the Osun School Feeding Programme, O-MEALS, whereby chickens are bought by the state government from participating farmers to feed primary school children.
- **Land Clearing and Tractorisation:** Under this scheme, over 3,000 hectares of land was cleared and prepared for small scale farmers with the use of tractors; this involved ploughing, harrowing and ridging of land. Another 6,000 hectares of land was also “tractorised in nine farm settlements in the state.
- **Resuscitation of Farm Settlement Scheme:** Nine dilapidated farm settlements were resuscitated across the state. These are the farm settlements at Ago-Owu, Oyere, Mokore, Ila, Esa-Oke, Akinleye (Iwo), Oluponna, Igbaye and Ifon-Orolu while 20,000 hectares of land was validated across the nine farm settlements. In addition, a total of 77.2 km of access/feeder roads were constructed in and around the farm settlements to facilitate the transportation of produce and ensure linkage of farm settlements to urban centres.
- **Osun-Fish Out-Growers' Scheme (O-FOPS):** This scheme has produced up to 1,000 metric tons of Clarias, Red Tilapia and Black Tilapia under a public private partnership arrangement with some commercial farmers. Moreover, 92 secondary schools were assisted in arable crop production, fisheries and livestock production under the agriculture -in-schools programme.
- **Produce Services:** Achievements under this scheme include construction of a 500 metric ton capacity warehouse in Osogbo and 1000 metric ton capacity warehouse in Oyan for preservation and storage of agricultural produce; construction of seven mini-warehouses of 120 metric ton capacity each at various locations in the state; construction of 92 maize cribs to enhance national food security and to increase the income of benefiting farmers and the development of Gbodo project for the processing of plantain and yam into flour for value addition.
- **Tree Crops Project:** Under this scheme, 500,000 hybrid cocoa seedlings were provided free to farmers while 64,000 oil palm seedlings were raised and sold to farmers at highly subsidised rates. Other interventions included distribution of 2,000 cocoa and 6,000 bitter kola seedlings free, to farmers and provision of technical training in good agricultural practices through a farmers' field school.



- **The Quick Impact Intervention Project (QIIP):** This is an agricultural finance scheme. Under Phase One of the QIIP, 77 cooperative societies were supported with over N153 million. In phase two of the QIIP, a sum of N690 million was further disbursed to 419 farmers' cooperative societies. The QIIP Phase Two was a collaborative effort between the State Government of Osun and the Bank of Agriculture. Aggressive recovery exercise is currently on-going for the loans disbursed under the two phases. Over 4,000 farmers have also benefited from the Government Guaranteed Agriculture Loan Scheme across the state.
- **Private-Sector Led Agro-Input Distribution Scheme:** Modern agricultural inputs were procured and supplied to farmers under the Osun Agricultural Development Programme (OADP). Accordingly, 9,625.20 metric tons of fertilisers were sold to farmers at 44 per cent subsidy; while agro-chemicals, herbicides, insecticides, spraying pumps and fungicides were sold to farmers at 30 per cent subsidy. The State of Osun has conducted a Farmers Enumeration Survey, under which over 50,000 farmers were registered and provided with chip-enabled debit cards through which they can purchase agro-inputs from 159 inputs distribution outlets at agreed subsidies.

As noted previously, agriculture is the mainstay of the economy of the state. The importance of the sector to the state is evident in several ways, including provision of food, employment, raw materials for manufacturing and processing industries, income to farmers, sustainable revenue to government, foreign exchange earnings, and market for industrial goods such as tractors, agro-chemicals and equipment.

The vast potential for development in the agricultural sector can be harnessed only if challenges militating against the achievement of desirable level of productivity in the sector can be mitigated. This can be navigated by facilitating the provision of credit facilities for farmers at zero or low interest rates, curtailing the menace of herdsmen, providing market linkages, facilitating value addition, proper storage, effective training of personnel, assisting farmers in accessing genuine inputs, alleviating drudgery and generating accurate data for decision making.

The state has a high potential for becoming self-sufficient in food production and becoming the agricultural hub of the South-West of Nigeria. It also has great prospect of transforming from the traditional subsistence agriculture to a modern, productive and commercial agrarian economy with the application of advanced technologies in production and processing agricultural commodities that can guarantee maximum returns on agricultural investments and capable of attracting youths, and corporate bodies into the sector.



4.2 Key Challenges

The main challenges in the agriculture sector in the state include climate variability, which has significant impact on food crop as farming remains largely rain-fed. There is also the menace of herdsman which destroys crops and creates insecurity. Other challenges include inadequate/poor infrastructure for supplementary irrigation as well as for processing and storage of agricultural produce; inadequate agricultural data-base for effective policy formulation and decision making; inadequate and high cost of hired labour for operations. Land grabbing and unclear land tenure system, inadequate agricultural mechanisation and drudgery of the agricultural process also pose challenges. Shortage of credit facilities, marketing challenges, including frequent market glut and dearth of technical capacity to transform agriculture into a modern sector further threaten the sector.

During the development of the agriculture sector MTSS, appropriate and practical strategies will be developed with a view to ameliorating these challenges and putting the agriculture sector on a path of sustainable development. Indeed, ameliorating the challenges will be the main preoccupation of the agriculture sector throughout this SDP period (2019 - 2028).

4.3 Objectives of the Agriculture Sector

The following objectives will be pursued by the agriculture sector over the medium-term period of 2019 - 2021:

- i. Formulate and implement a gender responsive agricultural policy that will ensure sustainable food security
- ii. Provide critical agricultural services of world class standard including standard agricultural extension services and adequate, genuine and timely supply of farm inputs for farmers
- iii. Provide land clearing, land preparation and other agricultural mechanisation services to farmers in order to reduce farm drudgery and to enhance efficiency of their operations for better returns on their investment
- iv. Create an enabling environment to increase income of farmers and other stakeholders across the agricultural value chain as well as achieve quantum increase in produce for increased internally generated revenue in the state
- v. Foster accelerated and sustainable livestock development in a competitive and environmentally friendly manner
- vi. Develop wetland and water bodies in the state for increased production of fishery products



4.4 Deliverables

The deliverables expected from the above listed sector objectives are as follows:

- Gender responsive agricultural practice and outcomes
- Improved food security
- Improved productivity in agricultural production
- Reduced drudgery in agricultural activities
- Improved returns on agricultural investments
- Improved farmers' incomes
- Increased agricultural production
- Increased internally generated revenue
- Increased livestock production
- Healthy consumption of animal products

- Increased fish production
- Improved tree crops production

4.5 High-Level Strategies

Key strategies that will be deployed to achieve the sector objectives include the following:

- Partnership and collaboration with the Federal Ministry of Agriculture and Rural Development, National and State Bureau of Statistics, other government agencies and external stakeholders in data collection for policy formulation, interpretation and articulation
- Provision of good quality inputs such as early maturing disease resistant and high yield improved seeds/seedlings, livestock breeds and fingerlings through collaboration with agricultural research institutes and private organisations
- Provision of effective extension services to encourage farmers to increase their production while new markets are opened for their produce
- Establishment of functional / central mobile workshops for major and minor repairs of tractors and other agricultural equipment
- Resuscitation of one-stop shop farms and provision of bulldozers in each of the nine federal constituencies
- Provision of low loaders in each senatorial district
- Establishment of farm settlements
- Development of knowledge-based livestock production



- Increased investment in critical infrastructure and encouraging private investments in infrastructure provision, e.g. feed lot ranching, pig farm estate, poultry farm estate etc.
- Surveying of all wetland and waterbeds in the state; designing appropriate aquaculture; training and retraining of interested fish farmers and stakeholders on aquaculture; provision of modern fish processing equipment such as cold room, solar dryers, canning factories; and provision of quality fish feed at affordable prices and fish hatcheries at strategic locations in the state
- Rehabilitation of existing, and establishment of new cocoa seed gardens; collaboration with relevant agricultural research institutes such as IITA and CRIN on disease resistant, high yielding and early maturing planting crops; and increment of the number of farmer field school locations in the state
- Expansion of irrigation facilities to enhance all-seasons farming
- Strengthening the provision of credit facilities to farmers
- Making the agricultural system gender responsive

4.6 Results Framework

OUTCOME	INDICATOR
Improved Agricultural Productivity	Crop yield / ha
	Increase in the number of animals produced or tons of meat per annum Output per stock of livestock: Weight gain per stock; Number of eggs produced; Metric tons of livestock harvested Litres of milk produced per unit of dairy cow
	Quality & quantity of agricultural produce
	Percentage of reduced wasted agricultural produce
	Number of cribs built
	Number of mini- warehouses completed
	Number and capacity of large warehouses completed
	Number of contact and other farmers visited and trained Number of demonstration plots established



OUTCOME	INDICATOR
	Level of adoption of modern technology
	Number of farmers registered (farming families)
	Cottage poultry processing centre
	Agro-processing equipment supplied
	Farmers' level of income
	Level of food security of farmers
	Improved Fish Processing mechanism
	Number of cold rooms established
	Number of solar dryers in operation
Ensured Food Security	Degree of extension of number of months of farming per year
	% of farm estates/farmland under irrigation
	% Output of crops from irrigated land
	Number of earth dams constructed (man- made) for irrigation
	Number of bore-holes drilled for crop irrigation
	Number of processing or cottage industries
Improved financial capacity of farmers	Number of active agricultural cooperatives empowered
	Number of farmer beneficiaries
	Volume of loan disbursed
Empowered women; reduced youth restiveness and rural -urban migration	Number of women and youth trained
	Number of jobs generated through small ruminant (sheep and goat) fattening
	Employment opportunities generated due to dry season/irrigation farming
	Number of micro animals multiplied
	Number of demonstration centres established
	Number of cocoa farmers (youth) trained on good agricultural practices
	Number of farmer field schools operated



OUTCOME	INDICATOR
	Number of women trained in modern garri production and <i>robo</i> (bitter kola) production
	Number of youths engaged and benefited in arable farming through QIP
Increased access to farmland	Hectares of farmland allocated/ cultivated
Increased revenue generation	Quantum of revenue generated on agricultural produce
	Meat inspection
	Agricultural products
	Tractorisation
	Land clearing
	Other agricultural products e.g. seedlings, seeds, fingerlings etc.
	Chicks rearing: started broiler
	Point of lay
	Table size broiler
Improved hygiene and safety of wholesome meat for consumption	Number of animals certified for consumption
	Reduced incidence of epi-zoonotic diseases
Improved access to genuine inputs at affordable prices at closest range	Quality of seeds supplied to farmers
	Quality and quantity of agricultural inputs supplied
	% increase in number of farming household using fertiliser
	% increase in yield/output of various crops
Improved agricultural mechanization services	Number of:
	tractors available
	Bulldozers available
	Size of arable land cultivated or tractorised
	Area of land cleared
	Number of farmer beneficiaries from



OUTCOME	INDICATOR
	use of modern equipment
	Planters
	Boom sprayers
	Harvester
	Low loaders available
Improved Fisheries Services	Expansion of ponds in five locations
Reduced herdsmen /arable farmers clash	Number of conflicts resolved
Improved quality of feed ingredients and finished Livestock feeds	Number of feed mill and feed vendors registered and certified
Improved breeds of Livestock	Increase in number of pigs produced
	Increase in number of processing plants
	Increase in number of demonstration centres established or operated
Improved varieties of seedlings	Number of tree crop (cocoa, oil palm and cashew) seedlings raised and distributed to farmers



4.6 Results Framework

OUTCOME	INDICATOR	BASELINE (2017)	TARGETS		
			2019-2021	2022-2025	2026-2028
Improved Agricultural Productivity	Crop yield / ha	Cassava-14.6 T/Ha Maize- 1.2 T/Ha Rice-1.5 T/Ha	19.6 T/Ha-24.6 1.0-1-5 1.7-1.8	26.8-28.0 1.6-1.8 1.85-1.9	30.0-40.0 1.9-3.0MT /Ha 1.91- 2.5 MT /Ha
	Number of livestock vaccinated	Cattle (CBPP) - 5,000	100,000 190,000 Cattle	200,000- 400,000 cattle	500,000 - 1M cattle
		Sheep & Goats (PPR) -500	700,000- 900,000 Sheep & Goats	1,000,000 - 1,200,000 Sheep & Goats	1,300,000 - 3,000,000 Sheep & Goats
		Dogs (Rabies) - 350	7,500 - 9,999 Dogs	10,000 - 1,200 Dogs	1,300 - 1,500 Dogs
		Poultry (Newcastle)- 500,000	500,000 - 1,000,000 Birds	1,000,000 - 4,000,000 Birds	4,200,000 - 5,000,000 Birds
	Quality & quantity of agricultural produce	Catfish- 1000 MT Tilapia- 200MT Cocoa - 20,000 MT	1200MT - 1700MT 300MT - 500MT 25,000 MT	1500MT - 1700MT 600MT - 1000MT 30,000 MT	1750 - 2000MT 1000MT - 1500MT 40,000 MT
	Percentage of reduced wasted agricultural produce	30%	20%	15%	10%
	Number of cribs built	92	112	132	150
	Number of mini-warehouses completed	7	14	21	28
	Number and capacity of large warehouses completed	3	6	9	12
Number of contact and other farmers	30,000	40,000	60,000	70,000	



	visited and trained				
	Number of demonstration plots established	10,000	20,000	15,000	25,000
	Level of adoption of modern technology	70%	80%	90%	95%
	Number of farmers registered (farming families)	256,000	300,000	500,000	500,000
	Cottage poultry processing centre	1	1	1	1
	Agro-processing equipment supplied	6 Garri processing machines	20	25	30
		3 Yam flour making machines	3	3	3
		10 cassava chippins machines	3	5	7
		9 Rice harvesters	25	30	40
		103 smoking kilns	1020	1050	1100
		Plantain processing machine	1	2	2
		40 cold rooms	50	60	70
		0 Pork processing machine	1	2	3
	Farmers' level of income	Range from 55,000 - 350,000/annual	150,000 - 500'000	200,000 - 800,000	250,000 -1m
	Level of food security of farmers	6 months	8 months	10 months	12 months
Improved fish processing mechanism	Smoking kilns	1002	1010	1050	1100
	Cold rooms	40	50	60	90
	Solar dryers	0	3	9	20
Ensured Food Security	Number of months of farming per year	7 months of farming per year	8 months of farming per year	10 months of farming per year	12 months of farming per year



	% of farm estates/ farmland under irrigation	0	25%	40%	60%
	% Output of crops from irrigated land	NA	25%	40%	50%
	Number of earth dams constructed (Man- made) for irrigation	11	50	100	150
	Number of bore- holes drilled for crop irrigation	NA	100	150	200
	Number of processing or cottage industries	92 cribs	120 cribs	200 cribs	250 cribs
	Number of farmers benefited	35 farmers	120 farmers	200 farmers	250 farmers
	Number of active agricultural cooperatives empowered	496	1,000	2,000	3,000
Improved financial capacity of farmers	Number of farmer beneficiaries	1,500	3,500	4,500	6,000
	Volume of loan	# 145m	500m -1B	1.5b -2.0B	2.5b- 3.0B
Reduced youth restiveness /rural urban migration	Number of youth trained	2846 youths	3000 youth	10,000 youth	15,000 youth
	Number of small ruminant (sheep and goat) fattened	1,500 fattened	7,500 fattened	10,000 fattened	10,000 fattened
	Employment opportunities generated due to dry season/irrigation farming	NA	5,000	12,500	20,000
	Micro animal multiplication	NA	2,500	3,200	3,200
	Number of demonstration centre	NA	1	1	1



	Number of cocoa farmers (youth) trained on good agricultural practices	900	4500	7200	9300
	Number of farmer field schools	30	40	50	60
	Number of women trained in modern garri production	1,000	2000	3000	4000
	<i>Robo</i> (bitter kola) production	1,000	2000	3000	4000
	Number of youths engaged and benefitted in arable farming through QIIP	11,460	20,000	30,000	40,000
Increased access to farmland	Hectares of farmland allocated/ cultivated	12,000 Ha	13,000Ha	18,000Ha	21,000Ha
Increased Revenue Generation	Quantum of revenue generated (agricultural produce)	#153,175,000	#199,127,000	#561,900,000	#920,000,000
	Meat inspection	#22,241,000	#30,000,000	#40,000,000	#50,000,000
	Agricultural product	3,325,500	12,976,500	17,476,500	21,976,500
	Tractorisation	#800,000	#14M	#24M	#36M
	Land clearing	#3M	#10M	#15M	#25M
	Other agricultural produce	N550,000.00	N2m	N4m	N6m
	Chick rearing: started broiler	1,500	4,500	6,000	8,000
	Point of lay	2,000	6,000	8,000	10,000
	Table size broiler	24,000	600,000	800,000	1,000,000
Improved hygiene and safety of wholesome meat for public consumption	Number of animals certified for consumption	39,375 live cattle	40,000-50,000	51,000 - 60,000	61,000-65,000
	Reduced incidence of disease	2000	1000	500	200
Improved access to genuine inputs at affordable	Quality and quantity of agric produce/ input	12,000MT of Fertilizer	15,500MT - 16000MT	16500MT - 17000MT	17500MT - 18000MT
		Herbicides- 26,142 litres	30,500 litres	32,500 litres	35,000 litres
		Herbicides-	8,000Kg	10,000 Kg	15,000 Kg



prices at closest range		6,400Kg			
		Insecticides- 2,650 litres	3,500 litres	4,200 litres	5,000 litres
		Minor equipment i.e. sprayers, cutlasses, files -- 10,000 unit	15,000 unit	20,000 unit	25,000 unit
	Quality of seeds supplied to farmers	Seeds- 7.0MT	10.0 MT	15MT	20MT
	% of farming household using fertiliser	10%	25%	50%	75%
	% output of various crops	30%	40%	50%	60%
Improved agricultural mechanisation services	Number of : tractors available	10 tractors	30-40 tractors	45-70 tractors	75-100 tractors
	Bulldozers available	5 bulldozers	3 bulldozers	4-5 bulldozers	5-7 bulldozers
	Size of arable land cultivated or tractori sed	1180 ha	10,000 ha	15000 ha	20,000 ha
	Area of land cleared	799 Ha	3,500 Ha	5,500 Ha	7,000 Ha
	Number of farmer beneficiaries	670 farmers	2,500 farmers	5000 farmers	7500 farmers
	Planters	4	8	12	15
	Boom Sprayers	2	10	15	20
	Harvester	1	5	8	15
	Low loaders available	1	3	3	3
	Expansion of ponds in five locations	50 ponds	120 ponds	150 ponds	300 ponds
Reduced herdsmen /arable farmers clash	Number of grazing reserve stock route/ conflict resolved	300 resolved	500	700	700
Improved quality of feed ingredients and finished livestock feeds	Number of feedmill and feed vendors registered	NA	120	160	160
Improved breeds of livestock	Number of pig multiplication	480 weaners	1,400	1,920	1,920
	Number of	NA	1	1	1



	processing plants				
	Number of demonstration centres	1	1	1	1
Improved varieties of seedlings	Number of cocoa seedlings raised and distributed to farmers	2000	900,000	1,350,000	1,800,000
	Number of oil palm seedlings raised and distributed to farmers	56,000	336,000	588,000	840,000
	Number of cashew seedlings raised and distributed to farmers	0	200,000	400,000	600,000



Chapter 5: Commerce and Industry Sector

5.1 Overview of the Sector



The State of Osun, particularly the capital city Osogbo, was a notable centre of commercial activities. It was the destination of choice for commercial transactions by people from the western part of Nigeria and beyond. However, with the downturn of the national economy in the late seventies and early eighties, the commercial fortunes of the state experienced a serious setback. The state became a commercial shadow of its former self. Presently, there is a dearth of world-class commercial centres. Markets are inappropriately structured and operated with the result that there is impact on the state economy. The mode of measurement of goods for sale is still largely crude. Logistic industry of world class standard is virtually non-existent. The industrial development of the state is at a very low ebb. Most of the public and private manufacturing industries are either dilapidated or running skeletal services. The large number of tourist attractions and cultural heritage sites in the state have not been harnessed to boost the much-desired socio-economic development. This is a paradox considering the enormous human and material resources in the state.

The commerce and industry sector has a pivotal role to play in the quest to reposition the state with a view to ensuring its rapid and sustainable socio-economic transformation. The critical role of the sector includes employment generation, revenue generation for government and poverty reduction. The vision of having a prosperous state in a secure and sustainable environment is achievable, and in record time too, if the commerce and industry sector is appropriately energised.

5.2 Key Challenges

The key challenges confronting the sector include the following:

- Inadequate infrastructure, notably power supply, potable water and access roads which hamper sustainable industrial and commercial activities



- Inadequate business support services
- Insufficient and poorly-developed industrial clusters
- Low entrepreneurial capacity, especially among the youths, which limits the growth of private enterprises
- Preponderance of informal businesses which leads to their financial exclusion and consequent growth limitation
- Inadequate data for appropriate planning and effective decision making
- Insufficient and unaffordable credit facilities
- Poor capacity of tradesmen and artisans, leading to most jobs being contracted out to non-citizens of the state
- Lack of a standardised public private partnership policy

These challenges were responsible for the declining state of commercial and industrial development in the State of Osun. Appropriate strategies will be deployed in implementing this SDP not only to return the state to its former glory, but also to transform it into a commercial and industrial hub.

5.3 Sector Objectives

Over the period of this SDP (2019 - 2028), the commerce and industry sector will aim to do the following:

- promote commercial and industrial growth
- create decent, sustainable and well-paid jobs
- spread commercial and industrial development evenly across the state
- make the State of Osun a hub of culture, tourism and creativity
- Create a gender responsive commercial and industrial environment

These will be the main planks of the sector's objectives against which appropriate strategies will be developed for their achievement.

5.4 Deliverables

The expected deliverables are:

- Increased commercial and industrial production
- Increased job opportunities
- Reduced level of poverty
- Reduced gender gaps in commercial and industrial opportunities
- Increased revenue generation
- Enhanced capacity of operators of diverse trades including artisans
- Increased access of business operators to soft credit facilities
- Reduced crime rate
- Increased patronage/visits by local and foreign tourists.



5.5 High-Level Strategies

The key strategies that will be deployed to achieve the targets for the sector objectives include the following:

- Provide infrastructure in industrial estates across the state
- Promote the establishment of modern international markets on a PPP arrangement
- Operate life academies where all classes of people will learn diverse trades and capacity of artisans will be enhanced
- Develop a gender mainstreaming plan for the commerce and industry sector
- Develop tourist centres which are spread across the state on a PPP arrangement
- Provide and facilitate provision of soft credit facilities for the establishment and expansion of businesses
- Promote cultural tourism
- Promote entrepreneurship development

5.6 Results Framework

Outcome	Indicator	Baseline	Targets		
			2018-2020	2021-2024	2025-2028
Increased commercial and industrial production	Percentage increase in the volume of commercial and industrial goods produced	Not available (Office of Statistician-General to work on this)	25%	45%	75%
Increased revenue generation	Amount of revenue generated	80 Million per annum (2017)	800 Million per annum	1.2 Billion per annum	1.8 Billion per annum
Reduced poverty level	Percentage of residents living below poverty line	25% in 2017	20%	15%	10%
Increased job creation	Number of jobs created	19,500 jobs created in 2017	23,400	28,080	33,700
Enhanced capacity of tradesmen and artisans	Number of artisans whose capacity is enhanced	170 (2017)	340 per annum	680 per annum	1,360 per annum
Increased access to affordable	Number of people who have access to	10,200 (2017)	20,400 per annum	40,800 per annum	81,600 per annum



Outcome	Indicator	Baseline	Targets		
			2018-2020	2021-2024	2025-2028
credit facilities	soft credit facilities				
Reduced crime rate	Number of criminal cases	1,200 (2017)	840 per annum	590 per annum	410 per annum
Increased patronage/visits by local and foreign tourists	Number of visiting tourists	53,803 (2017)	67,254	84,068	105,085
Reduced gender gap in commercial and industrial opportunities	Proportion of males to females having commercial and industrial opportunities	4:1 (2017)	4:2	4:3	4:4



Chapter 6: Economic Planning, Budget and Revenue Mobilisation Sector

6.1 Overview of the Sector



Economic planning and budget functions in the state have operated independently with little or no relationship or linkages, until recently. Consequently, development plans have not translated into positive outcomes for the people of the state. There was no synergy in the institutional arrangement of the previous Office of Budget and Economic Planning (OBEP) and the defunct State Planning Commission (SPC), thereby resulting in poor budget performance, at least from the viewpoint of planners.

Budget preparation was an annual ritual, and performance could not be measured against outputs, outcomes or targets. Programmes and projects were included or removed from the budget without consideration for state government priorities. There was also greater emphasis on the expenditure side of the budget, with little attention paid to revenue; leading to budget sizes that were fiscally unsustainable.

Economic Planning on the other hand was bedevilled by the absence of timely and reliable data. Planning was largely an academic exercise rather than one that stemmed from the needs of the people. The development of the plans was neither participatory nor evidence based.

Due to the inherent weaknesses and gaps in the preparation of both the development plans and the annual budgets, the monitoring and evaluation process in the state was largely episodic, perfunctory and uncoordinated. The process was therefore incapable of producing reliable reports on achievements in relation to targets.

The State of Osun, like other States in Nigeria, has largely depended on revenue from the federation accounts. Little or no attention was paid to internally generated revenue. Following the recent contraction in fiscal space, the state began to experience low performance of the capital budget and recourse to borrowing to finance budgetary deficits.



The 2010 report of the Partnership for Public Expenditure Management and Financial Accountability Review (PEMFAR) discovered that the Public Financial Management (PFM) System in the state was weak; the procurement and budget planning process were also very weak. The PEMFAR and the state reports necessitated the involvement of the State and Local Government Reform Project (SLOGOR) in the ongoing reform process undertaken by the state which was aimed at strengthening the planning and budget process.

Meanwhile, the state has since commenced a reform process, starting with the alignment of economic planning with budget under the same agency. The State Bureau of Statistics has also been set-up to take charge of the statistical system for timely and reliable data to facilitate planning and decision making. The reform process has begun to produce a strong coordination of the various sectors of the state. As part of the reform and the consequent improved synergy, the state prepared a robust long-term State Development Plan (SDP) and other ancillary plans (MTSS and MTEF) that will enhance policy-based budgeting as well as result-based monitoring and evaluation.

The reform of the IGR process has also commenced; this includes tax registration, tax education, enlightenment and enforcement, expansion of tax coverage by opening more tax stations, daily reconciliation of revenue collected, the use of Point of Sales (P.O.S) machines and automation of revenue collection by bringing all the tax payers into the tax net. These have led to improvement of the IGR. Other efforts aimed at further improvement of the IGR are the review of various tax and revenue laws and blockage of revenue leakage using competent hands.

6.2 Key Challenges

The key challenges currently facing the economic planning, budget and revenue mobilisation sector are as follows:

- Unsustainable budget deficits arising from unrealistic budgeting (excessive expenditure relative to projected revenues)
- Failure of planning and budgeting framework to deliver effective implementation of the state 's development policies and strategies
- Weak monitoring and evaluation system, skills and strategies
- Inadequate technical manpower in the MDAs and lack of regular training of staff
- Shortage of working tools preventing the MDAs from performing optimally
- Absence of functional and robust database as well as limited statistical culture across the state
- Insufficient activities such as surveys, advocacy and research
- Obsolete enabling revenue laws that require urgent review to boost revenue generation
- Inadequate cash backing for approved revenue generating projects
- Inability to implement, to the letter, the state revenue law of 2012
- Inability to track gender impact of state budgets



6.3 Sector Objectives

The Economic Planning, Budget and Revenue Mobilisation Sector will seek to address the foregoing challenges, under the 2019 - 2028 SDP using the following strategies:

- Develop a functional framework for planning and budgeting
- Develop and implement appropriate strategies to measurably increase IGR
- Improve budget performance with sustainable economic growth and a stable macroeconomic environment
- Prioritise the funding of revenue generating projects by the government
- Ensure that programmes and projects are constantly monitored to specifications
- Ensure availability of timely and reliable data
- Embrace a gender responsive budgeting process

6.4 Deliverables

The expected deliverables arising from the achievement of the above listed objectives are as follows:

- Stable and sustainable economic growth in the State of Osun
- Increased internally generated revenue
- Improved fiscal discipline
- Availability of reliable database for planning, M&E and decision making
- Increased support from development partners
- Improved monitoring and evaluation
- Improved service delivery
- Strengthened aggregate resource allocation
- Better dynamics for gender equality in budget processes

6.5 High Level Strategies

Strategies that will be deployed to ameliorate the challenges outlined previously as well as to achieve the sector objectives and deliver the expected outcomes will include the following:

- Reformation of the state's budgeting process; including ensuring that the budget is IPSAS compliant; and ensuring effective monitoring of budget implementation
- Regular monitoring of budget implementation
- Effective implementation of the SDP and the sectors' MTSSs
- Conduct survey to identify key economic indicators for the state's GDP computation as well as to identify where tax payers are located
- Establishment of a delivery unit
- Development and implementation of a M&E framework
- Development and implementation of comprehensive tax reform; including strengthening of the awareness of tax payment



- Full implementation of the 2012 state revenue law
- Reformation of the state's statistical system.
- Facilitate a gender responsive budgeting process for positive impact



6.6 Results Framework

Outcome	Indicator	Baseline 2017	Targets		
			2019-2021	2021-2024	2025-2028
Stable and Sustained Economic Growth	GDP growth rate (%)	2.10%	1.90% (2019) 2.0%(2020) 2.0%(2021)	2.0% (2021)	
Increased Internally Generated Revenue	Size of IGR (N)	N7.2 Billion	N36 Billion: N12B - 2019 N14B - 2020 N40.2B - 2021	N42.2B - 2022 N44.2B - 2023 N46.2B - 2024	N141B - 2025 N143B - 2026 N145B - 2027 N147B - 2028
Improved fiscal discipline	% of Actual to Approved Expenditure	60.87%	75%	85%	100%
Availability of reliable database	Timeliness in obtaining required data	20%	60%	90%	100%
Increased Development Partners' support for the State	% of Development partners supported programmes implemented using the state development partner's Framework and its implementation guidelines	NA	25%	35%	40%
Improved Monitoring and Evaluation (M&E) operations	% of MDAs having M & E	10%	20%	30%	40%
Improved service delivery	% of Projects or Programmes delivered to Specification	5%	25%	30%	40%
Strengthened aggregate resources allocation	% of Capital to Recurrent Expenditure	36.58%	57.72%	78.86%	100%
A gender responsive	% of compliance of sectors to	NA	35%	65%	100%



Outcome	Indicator	Baseline 2017	Targets		
			2019- 2021	2021-2024	2025-2028
budgeting process in place	gender mainstreaming				



Chapter 7: Education Sector

7.0 Overview of the Education Sector



The State of Osun education sector is responsible for the delivery of quality and functional education to its citizens with contributions from both the public and private sectors. The Ministry of Education is also responsible for policy formulation and implementation of public and private educational institutions. It is the duty of the following agencies to execute the education policies:

- i. The State Universal Basic Education Board (SUBEB) supervises elementary (grades I-IV) and middle schools (grades V-IX)
 - ii. Ministry of Education (MOE) oversees the running of high schools, (grades 10-12) through the Tutors General/Permanent Secretaries and Teachers Establishments and Pension Office (TEPO). It also supervises one high school for children with special needs and seven elementary/middle schools for children with special needs
 - iii. The Osun Board for Technical and Vocational Education (OSBTVE) oversees the running of nine technical colleges in the state
 - iv. The State of Osun Library Board (OSLB) oversees the effective use of libraries in schools and by the public
 - v. Higher Education, Bursaries and Scholarships (HEBS) supervises the tertiary institutions in the state
 - vi. The Osun Mass Education Agency (OSMA) supervises the continuous and adult education centres in the state
2. The focus of the education sector is to provide education that would produce individuals who are literate, critical thinkers, problem solvers, innovators and virtuous citizens. As at November 2010, the situation in the education sector of Osun revealed that infrastructure in schools was dilapidated , performance of students in internal and external examinations was poor, morale of teachers was low and there was shortage of instructional materials among other challenges.



An education summit was held in February 2011, to address the challenges and a blueprint for the education sector was produced. Government has since been implementing the content of the blueprint. Indeed, radical and comprehensive policies and programmes have been carried out as follows:

- Decentralisation of school administration and management through the creation of three education districts and the setting up of a Teachers' Establishment and Pension Office
- Re-classification of school system into elementary, middle and high schools
- Introduction of the Osun School Feeding and Health Programme (O-Meals)
- Employment, training, re-training and promotion of teachers
- Supply of computer tablets (*Opon Imo*) to high school students
- Supply of new school uniforms
- Distribution of Omoluabi scholar buses to designated schools and centres in the state
- Development and upgrade of school infrastructure
- Recruitment of competent hands as education marshals
- Distribution of talking-pens to pupils in elementary schools
- Implementation of government white paper on discipline and enhancement of students' performance in schools
- Rehabilitation of dilapidated buildings in schools
- Construction of a number of state-of-the-art school buildings with modern facilities to provide environment that is conducive for teaching and learning in schools. Specifically, the following were provided:
 - a) 20 elementary schools with 500 standard classrooms
 - b) 30 middle schools with 775 standard classrooms
 - c) 11 high schools with 792 standard classrooms
- Establishment of quality assurance and morality enforcement agency
- Gender mainstreaming into academic curricula/pedagogies and the learning environment

- 3 Under the school infrastructural renewal programme of the state, government constructed several state of-the-art school buildings with modern facilities to provide environment conducive to teaching and learning in schools. There are currently, 20 elementary schools with 500 standard classrooms and 22 middle schools with 550 standard classrooms that have been delivered and are in use across the state. Eleven high schools with 792 standard classrooms have been constructed, of which six are already in use for teaching and learning activities. The facilities are in a safe and serene environment. Each high school can accommodate 3,000 students. The provision of modern facilities in the schools make them unique and incomparable to any such institution in sub-Saharan Africa, and thus the large population of each school. The state government has been funding the eight schools for children with special needs by paying for their feeding, accommodation and tuition. Callisthenics was introduced in



schools because of its advantages of teaching children unity of purpose, precision, agility and aesthetics.

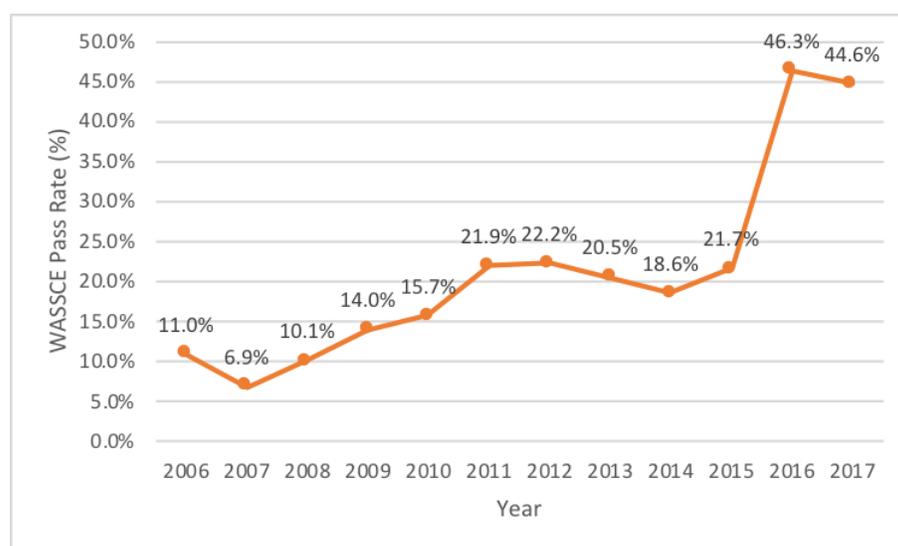
4. The intervention of the present government in the education sector has led to an improvement in the performance of students in both internal and external examinations (See Table 7 and Figure 4).

Table 7: Students' Performance in WASSCE: 2006 - 2017 in the State of Osun

Year	Total Number of Candidates	Number of candidates with 5 credits including English and Mathematics	% of candidates that passed at credit level
2006	37,428	4,085	11.0%
2007	36,171	2,483	6.9%
2008	37,715	3,813	10.1%
2009	39,676	5,545	14.0%
2010	43,216	6,777	15.7%
2011	53,293	11,672	21.9%
2012	52,463	11,431	22.2%
2013	47,009	9,654	20.5%
2014	47,686	8,844	18.6%
2015	49,845	10,590	21.7%
2016	36,678	16,983	46.3%
2017	32,488	14,487	44.6%

Source: WAEC October 2017

Figure 4: State of Osun's WASSCE Pass Rate: 2006 - 2017



Source: Constructed from Table 7



7.2 Key Challenges

Despite the achievements so far, there are still challenges which need to be addressed to achieve the desired objectives in the education sector. These challenges include but are not limited to:

- i. Inadequate number of teachers to meet the global standard of teacher-student ratio
- ii. Inadequate teaching aids and instructional materials
- iii. Inadequate attention on Information Communication Technology (ICT) in schools
- iv. Poor parenting
- v. Inadequate remuneration and incentives for teachers
- vi. Inadequate mechanisms to facilitate proper control and supervision of private schools
- vii. Lack of interest and passion among teachers
- viii. Lack of facilities to implement inclusive education for children with special needs
- ix. Poor learning and teaching infrastructure across the state
- x. Poor monitoring and evaluation framework, including implementation and coordination
- xi. Inadequate funding.
- xii. Inadequate capacity building
- xiii. Non-implementation of the use of mother tongue (Yoruba) as first language of instruction in elementary schools

Appropriate and effective strategies will be used in implementing this SDP to ameliorate these challenges with a view to boosting educational development in the state.

7.3 Sector Objectives

The objectives which the education sector will pursue during the 2019 - 2028 SDP are to:

- Provide inclusive and equitable quality education at all levels
- Enable children access life-long learning opportunities that will help them acquire knowledge and skills needed to exploit opportunities and participate fully in society
- Provide children and youth with a nurturing environment for the full realisation of their rights and capabilities
- Deliver functional quality education at all levels to all irrespective of circumstances
- Ensure proper and sustainable funding of education in line with international best practices
- Promote skills acquisition and ensure total eradication of illiteracy
- Implementation of Yoruba (mother tongue) as first language of instruction in schools



7.4 Deliverables

The expected outcomes from the achievement of the sector objectives are:

- Increased skills acquisition by all learners
- Elimination of gender disparity/discrimination and unequal access to education
- Gender responsive and gender friendly school environment
- Improved learning and teaching environment
- Increased access to vocational/technical education and entrepreneurship skills acquisition
- Increased number of students leaving school with a defined purpose in life²
- Improved implementation of the National Policy on Education and the Omoluabi Policy of Education
- Increased number of qualified teachers and instructors
- Improved performance of students in external examinations
- Improved capacity development, evaluation and assessment for teachers, lecturers and educational administrators
- Improved awareness of responsible parenting as a critical factor for student performance and achievement

7.5 High Level Sector Strategies

Strategies that will be deployed to achieve the sector objectives and deliver the expected outcomes will include the following:

- Strengthen human capacity development of teachers and administrators
- Provision of adequate instructional materials
- Continuous rehabilitation of educational infrastructure
- Curricula revision to make them more relevant to pupils' and students' needs
- Reinforcement of ethical values in education
- Adequate assessment of teachers and students
- Building the skills of teachers in gender mainstreaming and gender responsive education

²That is, knowing what they would love to do, what they are good at (or can be good at), what the world needs, and the world is willing to pay for. In sum, knowing their mission, passion, profession and vocation.



7.6 Results Framework

Outcome	Indicator	Baseline 2017	Targets		
			2018 -2020	2021 -2024	2025 -2028
Increased number of students leaving school with a defined purpose in life (That is, knowing What they would love to do, what they are good at (or can be good at), that the world needs, and the world is willing to pay for. In sum, knowing their mission, passion, profession and vocation)	Number of students who leave or graduate from elementary, middle and high school and technical & vocational colleges that end up 'Not in Employment, Education or Training' (NEET).	50%	15%	10%	0%
	Pupils and students drop out rate	23%	15%	10%	5%
	Number of students leaving or graduating from technical and vocational institutions and tertiary institutions that have 'Formal Education but are NOT Skilled (FENS)	70%	50%	30%	10%
Nurtured citizens who are honest, courageous, rational, productive and responsible through formal, adult and informal education	Crime rate,	30%	15%	10%	05%
	Unemployment rate	70%	50%	25%	10%
	Literacy rate	10%	50%	70%	100%
Improved implementation of the National Policy on Education and the Omoluabi Policy of Education on the use of Mother tongue (Yoruba) as first language and English as second language.	Percentage of usage of Yoruba in mixed Yoruba/ English delivery of curriculum.	20%	40%	60%	80%
	Yoruba database of words - vocabulary and Dictionaries - developed for Science, Technology, Engineering, Mathematics, Economics, Law, etc	5%	25%	45%	70%
	Number of subjects that are taught fully in Yoruba	5%	20%	40%	60%
	Number of textbooks written in Yoruba for all subjects taught in schools	5%	20%	40%	60%
	Percentage of school grades - elementary to university - that can be taught fully in Yoruba	5%	15%	30%	45%

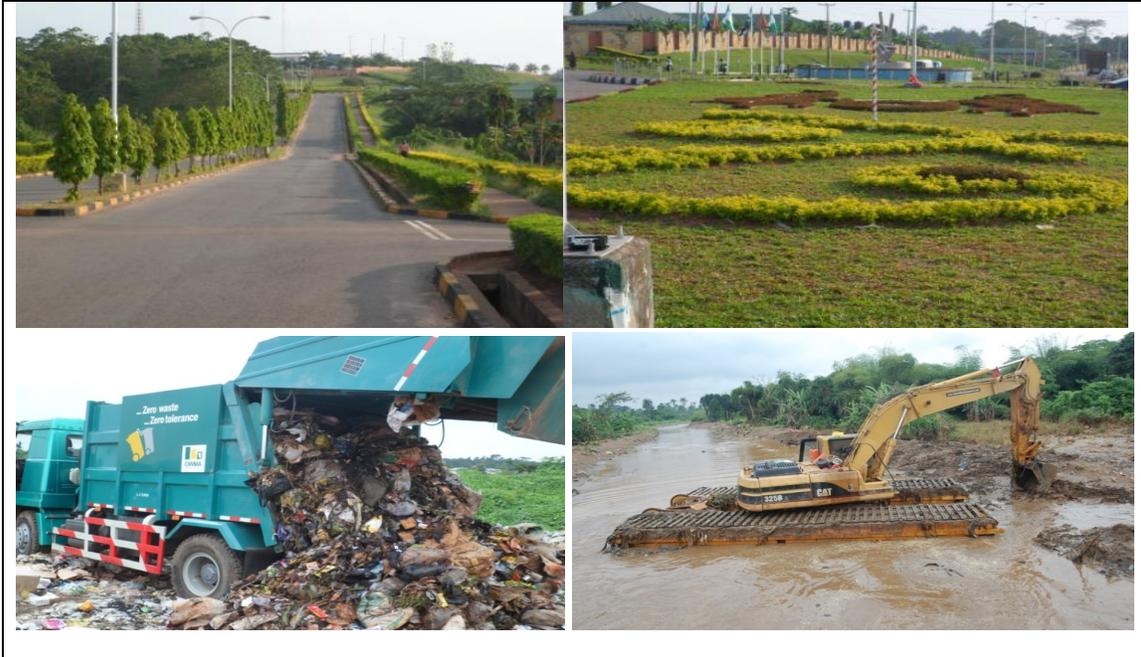


Improved capacity development, evaluation and assessment for teachers, lecturers and educational administrators	Number of teachers and administrators trained	Elementary - 45%	100%		
	Periodic evaluation and recertification of teachers and administrators	Middle School - 35%	100%		
		High School 0%	100%		
		Technical College 0%	75%		
		Tertiary Institutions 10%	75%		
		Elementary schools 10%	75%		
		Middle schools 10%	75%		
		High Schools 10%	50%	95%	
	Evaluation of Teachers / Administrators by Students and Parents	Technical Colleges 5%	75%	85%	
		Tertiary Institutions 50%			
		Administrators of Education in SUBEB 50%			
		Administrators in MOE / BTVE 10%			
		Administrators in tertiary institutions 20%			
Improved awareness of responsible parenting as critical factor for student performance and achievement	Increased parental involvement and commitment to education of their wards	20%	40%	70%	100%
	Reduction in number of vulnerable children	80%	60%	20%	0%



Chapter 8: Environment Sector

8.1 Overview of the Sector



According to the National Policy on Environment 2016, revised Edition “Development will be meaningful if it does not increase a country's vulnerability to environmental impacts. If a nation's environmental foundation is weak, its economy may well decline, its social fabric may deteriorate, and its political structure may even become destabilised. The environment is, however, a complex and interactive system consisting of the atmosphere, land surface and bodies of water, as well as living things. The degradation of any element of the environment will have positive or negative effects on the others. For example, human induced increased injection of carbon dioxide into the atmosphere has resulted in global warming with its attendant considerable variability in climate in the form of extreme weather events that are generating floods (e.g. the 2012 major flood disasters experienced in virtually all the states of Nigeria) and massive erosion of land. Thus, the environment must be managed in a coherent and integrated manner through the implementation of a well formulated policy framework.”

Nigeria formulated its first national policy on environment in 1991. It was revised in 1999, and again in 2016, to capture emerging environmental issues and concerns. Thus, the 2016 national policy on the environment defined a new holistic framework to guide the management of the environment and natural resources of the country. This framework document prescribed sector and cross-



sector strategic policy statements and actions for the management of the country's environment for sustainable development. In addition to the 1991 and 1999 draft policy documents, the 2016 policy derived its strength from the fundamental obligation of the protection of the environment as stated in section 20 of the Constitution of the Federal Republic of Nigeria, 1999. According to the section, the "State shall protect and improve the environment and safeguard the water, air and land, forest and wild life of Nigeria". In addition, Nigeria is party to several international treaties and conventions on environmental issues. It is on the combined thrust of these instruments that the national policy on environment rests.

The Current Situation in the Sector

The Ministry of Environment in the State of Osun emerged in August 2007 to domesticate the functions of the Federal Ministry of Environment. Its duties are as follows

- Sustainable Management of Natural Resources
- Waste Management
- Pollution Control
- Prevention of Environmental Degradation

Environmental management, before 2007, was spread out among many unrelated ministries and agencies without proper coordination. The then Environmental Protection Agency (OSEPA) had the sole responsibility for environmental protection, pollution control and waste management, and sanitation. The Department of Forestry in the Ministry of Agriculture supervised forest management while the management of natural resources alternated between the Ministry of Agriculture and Office of the Governor. In 2007, the then administration took a bold step to create the Ministry of Environment, the ministry was resuscitated under the administration of Ogbeni Rauf Aregbesola. The Aregbesola administration established four new distinct agencies in the environment sector, these were the Osun Waste Management Agency (OWMA), Osun Signage and Advertisement Agency (O'Signage), Osun Parks and Garden Management Agency (OSPARKS), and Office of Forestry and Natural resources; the OSEPA was proscribed.

These proactive and pragmatic steps of the Aregbesola administration has placed the State of Osun on the right track towards achieving sustainable environmental management. The environment sector was strategically positioned to address more than one of the six integral action plans of the state; restoration of healthy living. The activities of the sector were tailored towards addressing the health issues of the state in a holistic manner, in line with the dictum of "prevention is better than cure". Environmental health and sanitation became the arrow heads of this drive.



Success Stories

Notable among the success recorded in the environment sector are the following:

- 90-day emergency declaration in environment and sanitation and zero tolerance for dirt
- Introduction/sustenance of market and workplace sanitation exercise on Thursday of every week
- Acquisition and maintenance of 31 additional refuse vehicles
- O'Clean and O'Clean+ programmes
- Purchase and distribution of 61 Roll-on-Roll-off (Ro-Ro) refuse vans for PSP operations
- Purchase of septic tank emptier
- Acquisition of 50 hectares of land for new central dump site and for proposed waste to wealth project
- Signed an M.O.U. with a private firm on recycling
- Registration and allocation of clusters areas to 45 PSP refuse collectors
- Massive dredging and desilting of major water channels were embarked upon. Utilization of swamp boogies for the first time in the history of the state became an unprecedented and proactive measure to prevent flooding which was previously a perennial problem
- Avenue tree planting (Asejire-Owena)
- 'Igi-lye' programme where 2.5million rare and exotic tree seedlings were raised and planted in schools, road verges and donated to individuals, not only for beautification but also to serve as carbon sink

With these proactive steps, flood and filth became more easily controlled in and around the state.

Challenges

The oil glut which resulted in catastrophic global economic meltdown took its toll on the nation and particularly the state. The dwindling resources threatened the progressive ideas of government, resulting in economic belt tightening. The downsizing of political appointees to enable continue massive infrastructural development was in shambles. The State of Osun, had metamorphosed from a quiet agrarian state to a rapidly developing society in the fields of industry, commerce, education and agro-allied activities. These trends brought about an unprecedented increase in class, diversity and quantity of waste generated. Consequently, the "byways once again had become an eyesore; highways did not fare any better; everywhere one turned, the air was fetid. This was not only a state problem but a national issue. Other specific challenges facing the sector included the following:



- Inadequate staffing (particularly environmental health officers, scientific officers, engineers as well as other support staff)
- Inadequate equipment and materials for environmental management e.g. bulldozer, excavator, etc.
- Inadequate cooperation and synergy on monitoring and enforcement
- Inadequate legal provisions
- Inadequate training and capacity building of staff
- Inadequate private sector participation and funding of environmental management activities
- Lack of environmental monitoring laboratory
- Lack of utility vehicle
- Insufficient operational cost
- Insufficient office accommodation
- Inadequate number of approved dumpsites
- Inadequate provision of public cemeteries

8.2 Key Challenges

The following are the major challenges facing the environment sector of the State of Osun:

- Limited knowledge and practice of proper hygiene among the populace
- Poor local education and awareness of pollution control, effects of climate change and environmental sanitation
- Lack of utility vehicles for effective monitoring, inspection and revenue drive
- Lack of enforcement apparatus e.g. legal framework and logistics
- Shortage of human resources
- Limited technical knowledge in gender issues in environment and climate change

These challenges will be effectively addressed during implementation of this SDP through the deployment of appropriate and practical strategies.

8.3 Sector Objectives

Over the SDP period of 2019 - 2028, the environment sector will pursue the following strategic objectives:

- Ensuring total compliance with both national and international standards on environmental conventions
- Increasing the internally generated revenue of the state through effective collection of fines, environmental levies and ecological fees
- Making the environment safe for people of the state
- Mainstreaming gender issues in environmental policies, plans, and programmes



8.4 Deliverables

The outcomes expected from the achievement of the environment sector objectives are as follows:

- Strong collaboration with all relevant federal MDAs domiciled in the state
- Increased efforts towards meeting the FAO 25 per cent recommended forest cover
- Increased revenue generation for the state
- A state that is well delineated through proper signage system
- Clean environment devoid of indiscriminate dumping of waste
- Reduced incidence of flood and erosion in the state
- Reduced environmentally-induced diseases among the populace
- Improved compliance with environmental laws, regulations and standards
- Maintenance of a green, clean and healthy environment that effectively supports productive activities
- Ensured safe, resilient and sustainable cities and human settlements as well as conserved ecosystems
- A gender responsive environment

8.5 High-Level Strategies

The following strategies will be deployed to achieve the stated sector objectives and to deliver the expected outcomes:

- Generate and share timely weather reports
- Invest in improved waste collection and management
- Promote afforestation including tree planting in towns and cities
- Review relevant obsolete laws (if any) and enforce extant pollution control laws
- Promote waste to wealth projects on a PPP basis
- Engage in strong awareness creation to discourage bush burning
- Effectively implement the environmental sanitation law
- Effective monitoring of industrial effluents and discharges
- Provide appropriate equipment for effective environmental management
- Provide an effective network of flood drains along township roads across the state
- Invest in channelisation to control flood and erosion
- Work with local and international partners to fight climate change
- Be adequately positioned to ensure ease of doing “green” business
- Discourage illegal waste dumps
- Mainstream gender issues in policies and plans in the sector



8.6 Results Framework

Outcome	Indicator	Baseline 2017	Target		
			2018-2020	2021-2024	2025-2028
Strong collaboration with all relevant federal MDAs domiciled in the state	Number of activities jointly organised with federal MDAs domiciled in the state	25	100	125	150
Increased efforts towards meeting FAO 25% recommended forest cover	Proportion of the state's landmass covered by forest	6% of Osun landmass (61,700 out of 1,025,500) ha already covered (2017)	9% (91,470) ha	12.8% (131,470) ha	15.75% (161,470) ha
Increased revenue generation for the state	Amount of revenue generated by the environment sector				
Clean environment devoid of indiscriminate dumping of waste	Volume of waste collected and properly disposed of	500 tonnes of waste collected daily	1,250 tonnes of waste to be collected daily	2,250 tonnes of waste to be collected daily	3,000 tonnes of waste to be collected daily
Reduced incidence of flood and erosion in the state	Number of incidences of flood and erosion in the state per annum	25 cases of significant flooding	10	5	0
Improved compliance with environmental laws, regulations and standards	Number of arrests for violation of environmental laws, regulations and standards	274 defaulters apprehended and prosecuted in 2017	100	70	20
A green, clean and healthy environment that	-Tonnage of waste indiscriminately dumped	520 Tons/day	200 Tons/day	100 Tons/day	50 Tons/day



Outcome	Indicator	Baseline 2017	Target		
			2018- 2020	2021- 2024	2025- 2028
effectively supports productive activities	-% of forest cover	6%	9%	12%	15%
A gender mainstreaming plan in the sector	% of vulnerable groups engaged in the environment sector				



Chapter 9. The Health Sector

9.1 Overview of the Health Sector



The State of Osun health sector is responsible for the delivery of quality health care to the citizens of the state with both private and public sectors contributing to health care services in the state.

The state is majorly responsible for secondary health care and technical support to the Local Government Areas. The LGAs are responsible for primary health care via the State Primary Health Care Board. The State Ministry of Health is responsible for the formulation of health care policies, establishment of health care facilities, provision and maintenance of hospital infrastructure as well as carrying out disease surveillance and control.

The Hospital Management Board (HMB) is responsible for the execution of health policies approved by the state government and provision of health care services to the people of the state.

The state also has health training institutions including: School of Nursing and Midwifery, Osogbo and College of Health Technology, Ilesha; where health man power is produced yearly.

Despite the foregoing, the health care system in the state still needs to be strengthened as the various published health indices are not as gratifying as indicated in Table 8.

Table 8: Nigeria's and State of Osun's Health Indices: 2014 and 2016

Description of Health Indices	National Indices	State of Osun Indices	Source	SDG 2030 Targets
Infant Mortality Rate	75/1000 Live Births (LB)	78/1000 LB	MICS 2016	70/100,000 Live Births
Under 5 Mortality Rate	128/1000 LB	LB	MICS 2016	25/1000 LB
Maternal Mortality Ratio	576/100,000	165/100,000 LB	MICS 2016	70/100,000 LB
HIV Prevalence	3.17%	1.6%	HIV Sentinel	0%



Description of Health Indices	National Indices	State of Osun Indices	Source	SDG 2030 Targets
Rate			Survey 2014	
Neonatal Mortality Rate (NMR)	37/1000 LB	56/1000 LB	MICS 2016	12/1000 LB
Contraceptive Prevalence Rate (CPR)	15%	22%	MICS 2016	100%

Figures for the State of Osun were better than the national rates in some indices (e.g. under-5 mortality rate and maternal mortality rate). However, the state performed poorly relative to the national figures in some other indices (e.g. Infant mortality rate and neonatal mortality rate). The state therefore still has a lot to do to achieve healthy living of its citizenry and universal health coverage at minimal and affordable cost to the people.

9.2 Key Challenges in the Health Sector

The following are the major challenges faced by the health sector of the State of Osun and against which practical strategies will be developed to ameliorate during this SDP period of 2019 - 2028:

- Lack of a state health policy to provide the state direction
- Dearth of skills and quantity as well as distribution of human resource for health (HRH)
- Poor health infrastructure
- Lack of sex disaggregated data and gender statistics for evidence-based planning
- Inadequate health care consumables e.g. essential drugs, vaccines and others
- High out-of-pocket spending on health and too high per capita cost of health care
- Poor health seeking behaviour by the populace
- Inequalities in the distribution of health care resources and access to services, especially between urban and rural areas
- Poor motivation of human resource for health
- Inadequate monitoring and evaluation mechanism

9.3 Sector Objectives

The sector's strategic objectives over the plan period will include the following:

- Provide a clear state health policy that will indicate the state's strategic direction and promote an enabling environment for the attainment of universal health coverage in the state
- Ensure increased coverage with quality essential health care services package



- Strengthen the health system for delivery of essential health care package
- Enhance health care financial risk protection
- Provide sex disaggregated data and gender statistics and other forms of health data for evidence-based planning

9.4 Deliverables

Following the achievement of the above stated sector objectives, below are the outcomes expected to be delivered:

- Increased access to modern contraceptives and other health facilities
- Availability and effective implementation of a state health policy
- Reduced maternal, new-born, infant and under-5 mortality rates
- Reduced malnutrition among under-5 children
- Operational Osun health insurance scheme
- Increased access to sexual and reproductive health services
- Improved availability and functionality of health infrastructure
- Strengthened availability and use of affordable and accessible quality medicine, vaccines and other health commodities
- Strengthened health management information system
- Reduced morbidity, mortality and disability due to non-communicable disease and mental illness
- Reduced incidence and impact of public health emergencies
- Reduce gender gap in the health sector

9.5 High Level Strategies

Strategies that will be deployed during the SDP period to achieve the sector objectives and deliver the expected outcomes will include the following:

- Develop a state health policy with clear objectives, feasible deliverables and practical strategies
- Carry out advocacy and sensitisation to enlighten the people on the state health policy;
- Monitor the progress of implementation of the state health policy and the impact of the implementation
- Improve quality of essential health care services, create demand for essential health care services and increase access to package of essential health care services
- Equitably improve the quantity, skill mix, motivation and distribution of health workforce
- Increase funding to health sector via allocation and technical efficiencies, as well as seeking support from development partners
- Improve sustained availability of medicines, vaccines, commodities and health technologies
- Improve availability and distribution of functional infrastructure for health services delivery



- Strengthen the health information system for timely evidence-based decision-making
- Establish Osun health insurance scheme, carry out advocacy and sensitisation to enlighten the people on the state health insurance scheme; and monitor the progress of implementation of the state health insurance scheme and the impact of the implementation, including coverage
- Mainstream gender in the health sector

9.6 Results Framework

Outcome	Indicator	Baseline	Target		
			2018-2020	2021-2024	2025-2025
Increased access to modern contraceptives and other health facilities	Proportion of people accessing modern contraceptive	22.9% (mics 2017)	34.5%	51%	64%
Development and effective implementation of a state health policy	State health policy formulated	NIL	100%	Nil	Nil
	% of implementation	NIL	50%	75%	100%
Reduced maternal, newborn, infant and under-5 mortality rates	Maternal mortality rate	165/100,000 MICS 2017	107/100,000	90/100,000	72/100,000
	Neonatal mortality rate	56/1000 LB MICS 2017	45/1000 LB	40/1000 LB	32/1000 LB
	Infant mortality rate	78/1000 LB MICS 2017	62/1000 LB	68/1000 LB	54/1000 LB
	Under-five mortality rate	101/1000 LB MICS 2017	76/1000 LB	65/1000 LB	59/1000 LB
Reduced malnutrition among under-5 children	Proportion of children under-5 that are underweight	18.7%	12%	10.2%	8%
	Proportion of under-5 children that are stunted	23.5%	15%	12.5%	10%
	Proportion of under-5 children suffering from wasting	8%	5%	4%	2%
Osun Health Insurance Scheme formulated	% of Enrollees	0%	30%	60%	90%
Increased access to sexual and reproductive health services	% of women using contraceptives	24.6% (MICS 2017)	35%	45%	55%
Improved availability and functionality of health infrastructure	Percentage of health facilities that are functional	NA	30%	60%	100%



Outcome	Indicator	Baseline	Target		
			2018-2020	2021-2024	2025-2025
Increased availability and use of affordable and accessible quality medicine, vaccines and other health commodities	Proportion of health facilities with affordable and accessible quality medicine, vaccine and other health commodities	29.2% (NHF2016)	30%	40%	50%
Improved health management information system	Timeliness of health information (proportion of health institutions sending timely reports)	86.4% (DHIS 2.0 2017)	90%	95%	100%
	Comprehensiveness of health information (proportion of health institutions on DHIS that report)	91.9% (DHIS 2.0 2017)	94%	97%	99%
Reduced morbidity, mortality and disability due to non-communicable diseases and mental health (Malaria, TBL, HIV/AIDS, etc.)	Prevalence rates of malaria among children	54.6 (NMIS 2015)	41	30.7	23
	Mortality rates from malaria	11% (MIS 2016)	7%	5%	2%
	Prevalence rate of TBL	407/1000 (Nig Tb profile 2016)	305/1000	228/1000	171/1000
	Mortality rates from TB	4.4%	4.1%	3.7%	3%
	Prevalence rate of HIV/AIDS	1.6 (Sentinel Survey)	1.2	0.8	0.4
Reduction in maternal deaths	Proportion of pregnant mothers delivering in health facilities	73.4%	80%	88%	96%
Gender mainstreaming plan in the health sector	Percentage of compliance	30%	60%	85%	100%





10.1 Overview of the Sector

The media sector is important to the state in terms of information dissemination and creation of public awareness. Essentially, it is the window to the outside world. The sector comprises the Ministry of Information and Strategy and the State of Osun Broadcasting Corporation. The major achievement of the sector is the ability and capacity to educate, inform and entertain the general public on both the print media and electronics in such a way that it enables synergy between the government and the governed. The State of Osun Broadcasting Corporation covers not less than nine states of the federation.

The potential for development of the sector is quite high if the necessary personnel and resources are put to adequate use. The level and quality of the service provided is estimated at about 55 per cent of the capacity of the sector at the moment due to some surmountable but persistent problems such as digital switch over, upgrading of the state printing press and epileptic power supply resulting in low productivity and efficiency.

10.2 Key Challenges

The sector faces the following challenges:

- Inadequate modern media and printing equipment
- Proliferation of weak state owned broadcast media houses in the state
- Epileptic power supply

10.3 Sector Objectives

The key objectives of the information communication and media sector include the following:

- Generate revenue from broadcast and extra-broadcast activities
- Produce and broadcast informative, educative and entertaining programmes through enhanced technology
- Professionalise operations through an ingenious workforce
- Promote government policies to the grassroots in the state through various means of mass communication

10.4 Deliverables

The information communication and media sector as a social service sector has only one major focus and mandate, which is to be the mouthpiece of the state government for publicity of the activities of the government. Therefore, the expected deliverables include:

- Improved understanding between the government and the people of the State of Osun
- Increased IGR
- Enhanced public awareness
- Improved flow of feedback from the people
- Enhanced productivity and efficiency

10.5 High-Level Strategies

Some of the strategies to achieve the sector objectives and deliver the expected outcomes include the following:

- Operate fully digitised broadcast platforms to increase patronage
- Upgrade the state printing press
- Develop educative, informative, entertaining and public enlightenment programmes and provide and ensure adequate feedback
- Promote various instruments of mass communication and public relations for mass awareness and participation
- Promote human capital development
- Install solar systems and dedicated power lines from the national grid
- Enact policies to harmonise the operations of the state-owned media outfits

10.6 Results Framework

Outcome	Indicator	Baseline 2017	Target		
			2019-2021	2021-2024	2025-2028
Improved understanding between the government and the people of the State of Osun	% of compliance to state policies	50%	65%	75%	85%
Increased IGR	Amount of IGR generated by the information communication and media sector	13%	23%	35%	50%
Enhanced public awareness	% of public awareness programmes aired	50%	70%	85%	100%
Improved flow of feedback from the people	frequency of feedbacks received per stipulated time	45%	65%	75%	85%
Enhanced productivity and efficiency	% of staff trained	55%	70%	85%	100%
	% of digitisation attained	22.5%	70%	90%	100%

Chapter 11: The Infrastructure Sector



11.1 Overview of the Sector



The infrastructure sector of the State of Osun comprises the Ministry of Works and Transport (Works, Office of Transportation and State of Osun Roads Maintenance Agency), Ministry of Lands and Physical Planning, State of Osun Property Development Corporation, Office of the Surveyor-General, State of Osun Capital Territory Development Authority, State of Osun Assets Management Agency, Office of Water Resources, Rural and Community Affairs and Osun Rural Access Mobility.

The sector is responsible for the design, construction, rehabilitation, renovation, maintenance and supervision of infrastructure in the state. Such infrastructure includes: roads, bridges, government buildings, offices, staff quarters, land use/management, acquisition/ compensation, land regularisation/documentation and land charges, legal/ registration of titles and housing, master cadastral/legal survey and mapping, engineering survey,

transactions and records, rural electrification, urban beautification and traffic light in urban centres.

Other responsibilities of the sector include quality control of civil engineering and building (construction) materials; monitoring of all public infrastructure development in the state; engineering appraisal of public buildings to ensure compliance with the state's building and civil engineering (construction) materials quality control laboratory law (2013); maintenance of government generating sets, street lights, traffic lights, and urban electrification; in-house engineering design, monitoring, supervision and evaluation of all public infrastructure; traffic management to ensure free-flow of traffic; removal of illegally parked vehicles on roads in the state and ensuring that motorists and *okada* (motorbike) riders comply with the traffic rules and regulations in the state. The Osun road maintenance agency (ORMA) oversees regular maintenance of road structures to retain them in their near original state and to avoid eventual costly rehabilitation due to extensive deterioration. Road construction, rehabilitation and maintenance, however happen to be a major focus of the infrastructure sector.

The State of Osun is uniquely located to serve as a link between the southern states and many other parts of Nigeria. It has, therefore, over the years become a trade centre and a major transportation hub in the country. Osun maintains a network of roads that link it with other parts of Nigeria to aid its roles as a trade centre and major transportation hub. The major ones include the following:

- Dual carriage route: Gbongan - Akoda - Osogbo - Ikirun - Ila Odo - Kwara State Boundary
- Gbongan - Odeyinka-Orile Owu-Araromi Owu-Ajegunle Road (linking parts of Northern Nigeria to Ogun State and Lagos State)
- Osogbo - Ilase - Ijebu Jesa-Ijeda Ijesa-Ilokoljesa - to Akure Road (linking Ondo, Delta, Edo and Ekiti States to the Eastern parts of Nigeria).

Currently, the federal road in the state is 702.5 km of which 675.50 km are asphaltic and the remaining 27km are surface dressed. Some 76.37 km dual federal roads are currently being repaired by the state government. The state government repairs the roads and are reimbursed later by the federal government. The state and local government roads are 6,231.74 km in length. About 14 per cent of these (843.961km) are being repaired. The government also repaired 230.02 km of local government roads between 2013 and 2015.

Most of the state government roads connect major towns with local government headquarters and the conditions of most of them are fair. Local government roads are feeder roads that link rural communities with urban centres; but most of them have become hardly motorable, especially during the rainy season. This has continued to adversely affect the rural economy in many places as it is usually very difficult to transport farm produce to urban

centres without the involvement of middlemen who make the farmers' efforts unprofitable.

The State of Osun is also connected to the country's major North -South rail route; with major stations in Iwo, Ede and Osogbo. The state government now utilises this rail facility to transport goods and passengers, especially during the festive seasons. In general, substantial investments in infrastructure are required to realise the full potential for development of road, rail, and river transport in the state.

The infrastructure sector provides plenty of opportunity for employment and training. For instance, the construction industry engages large numbers of people with requisite skills in the state. The state has several qualified personnel in the sector. The sector often requires the services of people without any special skills to provide manual labour. The development of good roads across the state has also impacted in modest industrial development in the state.

Apart from providing facilities to aid human activities, the infrastructure sector can be a major source of revenue to the state government if the potential for development is properly harnessed. Access and deeds to shopping malls and filling stations will continue to be a major source of IGR to the government. Substantial income can also be made by government from access permits and right of way permits. Contractors working on the sector's projects are also required to pay taxes to government. The potential for revenue generation in the sector will be further maximised during the implementation of this SDP.

The State of Osun has nine government reservation areas (GRAs) of different sizes. Some of these have been allocated to desiring members of the public while others are currently being allocated. This is to ensure easy access to a well laid-out and serviced neighbourhood by inhabitants of the state. Similarly, the state government can easily secure access to land for various purposes through acquisition of land as specified by the land use act. This provision of the law enables government to secure land for its various developmental projects.

Even though agencies charged with the responsibility of physical planning and development are present in the state and in all the local government areas, haphazard development is still rampant across the state. For example, buildings are constructed under high tension power lines and within roads, streams, rivers and railway setbacks. To ensure orderly development of the environment, it is imperative to prepare a development master plan (DMP) for the major cities and towns of the state to guide orderly and healthy growth of the urban areas.

11.2 Key Challenges

The key challenges facing the infrastructure sector relate to how to expand the road network and make them motorable; as well as improving access to electricity and reducing power outage. The specific challenges are as follows:

- Maintenance and management of existing road networks
- Absence of standards for designing, constructing, rehabilitating and maintaining roads
- Absence of a robust method of monitoring road and other projects
- Roads constructed under Osun Rural Access and Mobility Project (ORAMP) are laterite roads which are susceptible to wear and tear especially during the rainy season
- Lack of long-term planning and effective coordination within and between tiers of government in the transport sector
- High cost of doing business, including construction of roads, airport and installation of power plants
- Inadequate electric power distribution network
- Obsolete and in many cases aging electricity transmission infrastructure
- Non-opening and beaconing of the GRAs; thereby limiting the number of plots available for allocation and possession
- None and untimely payment of compensation to claimant during the process of acquisition

11.3 Sector Objectives

The main policy focus of the sector is the maintenance, rebuilding and expansion of the infrastructure of the state such as roads, electricity and housing estates to accelerate economic growth and create jobs. Based on the challenges and policy thrust, the objectives of the infrastructure sector are to:

- Enhance good road networks through efficient and effective management of the entire transport sector
- Ensure that the majority of the citizens of the state own or have access to decent and safe housing with adequate sanitation at affordable cost with secure tenure
- Improve documentation of land titling and implementing of master plan/structure with the State of Osun to facilitate citizen's access to loan facilities thereby enhancing ease of doing business
- Ensure regular monitoring and evaluation of all on-going projects and services and regulate compliance with standards
- Ensure that transport stakeholders comply with safety rules and regulations thereby boosting internally generated revenue and increasing safety on traffic routes

11.4 Expected Outcomes

The overarching expected outcome of the sector is as follows:

- Improved, motorable and safe roads to enhance productivity and well-being of the citizens
- Increased number of public, residential and commercial buildings
- Increased number of plots of land available for all purposes
- Increased number of master/structural plans to ensure orderly development of cities and towns
- Faster land titling process
- Availability of world-class plants and equipment for infrastructure work
- Improved/constant electricity supply for citizens
- Availability of number plates produced in compliance with traffic rules and regulations

11.5 Key Strategies

The strategies that the infrastructure sector will deploy to ameliorate the above listed challenges, achieve the objectives and deliver the expected outcomes will include the following:

- Source funds for proper design, construction and maintenance of state roads
- Focus on the completion of outstanding projects; this can be carried out in phases to minimise financial burden on the state and encourage public private collaboration
- Establish and run private and modular laboratories using a sustainable approach
- Provide state-of-the-art equipment and tools to ultimately respond to infrastructure needs
- Develop an effective plan for inter-departmental monitoring and evaluation of all on-going projects and services

11.6 Results Framework

Outcome	Indicator	Baseline 2017	Target		
			2018-2020	2021-2024	2025-2028
Improved, motorable and safe roads to enhance productivity and well-being of the citizens	Length of motorable inter and intra-city roads constructed and rehabilitated (km)	223	1579	1143	1275
Increased number of public, residential and commercial buildings	Number of public buildings constructed	28	84	112	115
	Number of residential buildings constructed	22	15	20	35
	Number of commercial buildings constructed	4	5	7	10
Increased number of locations of lands available for all purposes	Number and location of land available for all purposes	3	6	8	10
Increased number of master/structural plans to ensure orderly development of cities and towns	Number of master/structural plans available	9	12	15	18
Increased number of	Number of documents	135	580	750	1200

Outcome	Indicator	Baseline 2017	Target		
			2018-2020	2021-2024	2025-2028
land / title documents available for all purposes	registered				
Availability of modern equipment to enhance development of infrastructure	Number of modern equipment acquired	12	20	26	20
Improved street lightening	Length of road covered with street lights (km)	32			
Steady supply of number plates for vehicles	Number of plates supplied per annum	0	200	600	1,400

Chapter 12: Security, Law and Justice Sector

12.1 Overview of the Sector



Soon after the creation of the State of Osun on 27 August 1991, several federal agencies started springing up in the state such as the Nigeria Prisons Services, the Nigerian Police Force and the Legal Aid Council (LAC). These federal parastatals immediately combined forces with the state's Ministry of Justice, Nigeria Bar Association and Judiciary to make the security, law and justice sector very effective.

The judiciary in the State of Osun currently comprises the High Court of Justice, the Customary Court of Appeal, the Magistrate Courts, the District Customary Courts, Family Courts and the Customary Courts; all of which are involved in the dispensation of justice in the state. Closely working in tandem with the judiciary is the Ministry of Justice which interfaces between the judiciary and the security agencies in the administration of criminal justice. It is the Ministry of Justice that facilitates the trial of suspects all over the state and the security agencies report directly to the ministry in most cases.

There is also the Nigerian Police Force which, in conjunction with sister agencies takes care of the security of lives and property in the state. The Nigeria Security and Civil Defence Corps (NSCDC) also plays a key role in the security and justice system of the state. The Legal Aid Council, a federal agency, assists immensely in *pro-bono* cases for suspects and people who have no means of hiring the services of legal representatives.

The prison formation at Ile-Ife and Ilesa aids the sector, within its limited capacity, to transport inmates to and from the various courts spread across the state. The centre for alternative dispute resolution, O'Mediation, is domiciled in the Ministry of Justice and has continued to attend to a large percentage of indigents of the state for amicable dispute resolution through negotiated settlement. The Office of the Public Defender is also domiciled in the Ministry of Justice and has been of immense help in decongesting the courts' dockets through taking up of cases on behalf of indigents.

There are some non-governmental agencies that have been instrumental to the relative progress in the sector. They include the International Federation of Women Lawyers (FIDA), Civil Liberties Organisation (CLO), Justice Development and Peace Initiative (JDPI) and other justice dispensation friendly organisations. These organisations contribute to the security, law and justice sector by attending to people's interest when their rights are threatened.

It is commendable that the State Government of Osun is increasingly aware that poor and vulnerable people, particularly children and women, the powerless and disadvantaged are the most susceptible to all forms of discrimination; and that in very many cases, the formal justice system has failed to protect them. This awareness has necessitated the need for the state government to develop the capacity of institutions in the justice sector to ensure safety, security and access to justice for its citizens.

The importance of an effective justice system for improving the standard of living of the people by ensuring that everybody has access to the justice system without fear or favour for the dispensation of fair and speedy justice cannot be overemphasised. The state government knows that failure to protect its citizens from crime and to gain easy access to justice, not only makes the society unsafe but also impedes sustainable development. This is because any state with a poor legal/judicial system and poor crime control mechanism will be unattractive to investors; consequent upon which economic growth will be impeded.

The security, law and justice sector has been the bedrock of the peaceful coexistence of the citizens of the State of Osun. It is the awareness of this fact that has given the state government the impetus to support the sector by improving on the logistics of the various players in the sector. Very recently, a well-equipped law library was donated to the Ministry of Justice. Likewise, armoured vehicles were procured for the Nigerian Police for patrol and surveillance duties throughout the state. Efforts were made by the government to support the judiciary to undertake regular visits to the Ile-Ife and Ilesa prisons for purposes of decongesting them. Indeed, the governor set up a Prerogative of Mercy Committee, headed by the attorney general of the state, to oversee periodic release of deserving prison inmates.

Other agencies like the Nigeria Security and Civil Defence Corps, Department of States Security, etc are also receiving the support of the state government in

one way or the other. However, it must be noted that despite the commendable support from the state, the sector is plagued by numerous shortcomings and have fallen short of the expectations of the people.

12.2 Key Challenges

Major challenges militating against the security, law and justice sector include the following:

- Weak level of cooperation and synergy among the institutions in the justice sector
- Obsolete, ineffective, and gender discriminatory legislation
- Poor infrastructure and facilities
- Inadequate staffing and human resources development
- Absence of specialised courts
- Inadequate deployment of justice friendly information communication and technology facilities

12.3 Sector Objectives

Over this SDP period, the security, law and justice sector will seek to:

- Ensure fair and speedy dispensation of justice
- Promote correctional restorative justice and Alternative Dispute Resolution (ADR)
- Curb corrupt practices and abuse of office by ensuring openness, transparency and accountability in the justice process
- Promote gender justice and non-gender discriminatory legislation
- Inspire public confidence through a fair and just administration of the activities of the sector
- Put in place mechanisms to checkmate the resort to self-help and jungle justice by members of the public

12.4 Deliverables

The outcomes expected from the achievement of the sector objectives include the following:

- Reduced crime rate in the state
- Improved access to Justice
- Quick delivery of justice
- Decongested prisons
- Increased domestication of relevant federal legislation
- Additional judicial divisions
- Decongested court dockets through introduction of ADR mechanisms
- Improved protection of the rights of women, juveniles and vulnerable persons in the state

12.5 High Level Strategies

The security, law and justice sector will deploy the strategies listed below, during the implementation of this SDP to ameliorate the challenges currently militating against the sector as well as to achieve the sector objectives and deliver the expected outcomes.

- Creation of specialised courts
- Training of personnel
- Deployment of ICT
- Review of obsolete Laws
- Effective monitoring and introduction of checking mechanism
- Massive development of infrastructure
- Deployment of Alternative Dispute Resolution (ADR)
- Engendering state legislation and the legislative processes
- Creation of additional judicial division
- Employment of research assistants for judges and
- Improved synergy and collaboration amongst players in the sector

12.6 Results Framework

Outcome	Indicator	Baseline	Target		
			2018 - 2020	2021 - 2024	2025 - 2028
Reduced crime rate in the state	Crime rate	61.48	35%	19%	8%
Improved access to justice	Number of cases disposed of	Over 130 cases in 2017.	180-200 cases	200-250 cases	250-300 cases
Quick delivery of justice	Average duration of cases	3 years	24 months	13 months	90 days
Decongested prisons	Number of prisons with inmates exceeding capacity	1,307	900	487	250
Increased domestication of relevant federal legislation	Number of federal Legislation domesticated	7	70	100	150
Decongested court dockets through introduction of ADR mechanisms	Number of cases filed by sex, types of cases, types of court, age and jurisdiction	715 cases settled between 2013 & 2017.	20,000	35,000	50,000
Additional judicial divisions	Number of new judicial divisions created	<ul style="list-style-type: none"> • 9 Judicial Divisions • 24 Magisterial Districts 	<ul style="list-style-type: none"> • 8 Judicial Divisions • 4 Magisterial Districts 	1 6 Judicial Divisions 4 Magisterial Districts	6 Judicial Divisions 3 Magisterial Districts
Improved protection of the rights of women, juveniles and vulnerable persons in the state	Number of specialised courts	1	2	2	1

Chapter 13: Social Development and Welfare Sector

13.1 Overview of the Sector



The sector focuses on best practices to meet the needs and concerns of families irrespective of their socio-economic status thereby ensuring the overall well-being of the citizenry - men, women, boys, girls and persons facing different kinds of vulnerability. The sector is anchored on the principles of equity and inclusiveness; a determination to build a cohesive, safe and resilient society, and achieve sustainable human development.

The social development and welfare sector comprises three main ministries and one department as follows:

- Ministry of Women, Children and Social Affairs: The ministry has the oversight function for the domestication and implementation of the National Gender Policy (2006); Child's Right Law (2003) and Protection Against Domestic Violence Law. The ministry is also responsible for caring for the physically challenged, orphans and vulnerable children (OVC)
- Ministry of Social Protection, Sports and Special Needs: This ministry is in charge of providing welfare services for physically and mentally challenged persons in the state. The ministry also promotes sporting activities in the state
- Ministry of Home Affairs: This ministry is responsible for the management of pilgrimages to holy lands. Also, it is in charge of sensitising against fire outbreaks and management of fire outbreaks
- Department of Community Development, Office of Water Resources, Rural and Community Affairs: The department encourages community participation in government activities at the grassroots level

In summary, the social development sector fulfils the following mandate of government:

- Promote socio-economic well-being of the citizenry, by encouraging gender responsive policies, plans and programmes; empowering indigent women and other vulnerable groups through skills acquisition, financial incentives, micro credit, and direct cash transfers among others, to enable the state achieve equity and balanced socio-economic development
- Stimulate actions to improve women and children's civic, political, cultural, social and economic status
- Provide infrastructure in communities and improve town hall facilities for the use of communities in the state
- Engage in revenue generation drive of the state and champion a number of community participation initiatives to ensure that communities actively participate in grassroots development

13.2 Key Challenges

- Low budgetary allocation to the sector tends to hinder many of the poverty reduction and grassroots empowerment programmes
- Weak policy environment for gender mainstreaming which could have ensured equity and inclusiveness in policy and planning in the state e.g. absence of a gender policy, and weak implementation strategies for existing laws e.g. the prohibition laws against FGM and Violence against Women etc.
- Poor technical knowledge of gender mainstreaming in the sector to support its oversight function for gender mainstreaming across sectors in the state
- Poor synergy between the sector and other sectors on issues of equity, inclusiveness, and social justice, especially as these affect women, children, and other vulnerable groups across the sectors
- Lack of standard and functional infrastructure for training and social services
- Inadequate human resources
- Poor maintenance culture
- Poor compilation, storage and access of relevant data for evidence-based planning
- Low internally generated revenue sources
- Loss of lives and valuables through fire outbreaks

13.3 Sector Objectives

The objectives of the social development and welfare sector over the period of the state development plan are to:

- Promote the standard of living among women, youth, children and other vulnerable groups and implement policies and programmes for all round development, including promoting healthy life style through sporting activities
- Pursue effective gender mainstreaming of policies and legislation in the state
- Ensure the implementation of the state prohibition laws against FGM and violence against women
- Provide psycho-social support and counselling to women, youths, children and the vulnerable
- Promote sporting activities among youths and children to develop their talents and to reduce social vices among them
- Prevent and efficiently manage fire disaster in the state
- Promote peaceful coexistence in the state and ensure that peace building strategies are inclusive and participatory
- Increase internally generated revenue
- Mobilise private sector for active participation in community and grassroots development in the state

13.4 Deliverables

The expected outcomes from achievement of the sector objectives are as follows:

- Enabling legal and policy environment that supports gender equity, poverty reduction and social protection of vulnerable groups
- Improved technical capacity in gender mainstreaming across all sectors to ensure gender equity and social inclusiveness in the state
- Elimination of female genital mutilation/cutting in the state
- Improved standard of living and restoration of healthy living
- Reduced incidence of fire disaster in the state to the barest minimum
- Improved psycho-social support and counselling to women, youths, children and the vulnerable
- Improved peaceful coexistence amongst religious groups
- Increased internally generated revenue in the sector

13.5 High-Level Strategies

- Domesticate the National Gender Policy by developing the State Gender Policy to support system-wide gender mainstreaming in the state among others
- Build the technical capacity of the sector’s staff in gender mainstreaming and facilitate other sectors to build their capacity in same
- Adopt the use of sex disaggregated data and gender statistics in the state to support evidence-based planning which aims at reducing gender gaps across sectors
- Facilitate the engendering of state laws and policies that clearly portend gender discriminatory tendencies
- Develop a strategic implementation plan for state prohibition laws on FGM and violence against women (collaborating with the judiciary and the law enforcement agents in the state)
- Upgrade of infrastructure for training and social services
- Facilitate the redeployment of relevant personnel to the sector
- Sensitise and strengthen community-based monitoring
- Develop strategic empowerment programmes for women, youths and vulnerable groups
- Develop collaborative plan to arrest fire outbreaks and ensure quick response to victims of disasters
- Consideration of other avenues to generate IGR for the state

13.6 Results Framework

Outcome	Indicator	Baseline	Target		
		2017	2018-2020	2021-2024	2025-2028
Development and Implementation of a State Gender Policy (SGP)	*Gender policy developed *Strategic implementation framework (SIF) to the SGP developed *Capacity for gender mainstreaming exists in the Sector	*No existing state gender policy *No Strategic Implementation Framework *No technical capacity for gender mainstreaming across sectors	* Devt of SGP *Devt of SIF *Capacity Building for MWC&SA and across sectors in GM	40% of sectors already implementing the SGP& have capacity for gender mainstreaming	100% of sectors already implementing the SGP& have capacity for gender mainstreaming

<p>Engendering of State Laws and Policies to be gender equity responsive</p>	<p>*Number of state laws reviewed for gender equity responsiveness</p> <p>*Percentage of compliance to existing gender responsive policies and laws</p>	<p>only one law engendered (which one???)</p>	<p>*25% of existing policies and laws in the state are engendered</p> <p>*Gender Mainstreaming Strategies are drawn up for the State; with a monitoring framework for compliance</p>	<p>50% of existing laws and policies in the state are engendered</p> <p>*Monitoring framework for engendering of laws and policies in the State is strengthened</p>	<p>80% of existing policies and laws in the State are engendered</p> <p>*Compliance with criteria set by the monitoring framework for engendering laws and policies in the state enhanced.</p>
<p>Improved standard of living and restoration of healthy living</p>	<p>* Infant mortality rate.</p> <p>*Maternal mortality rate.</p> <p>* Poverty rate</p> <p>*Number of LGAs covered for financial assistance (SCTU)</p> <p>* Gender Inequality Index (measured by 3 indicators - reproductive health (MMR & adolescents birth rates); empowerment (measured by proportion of women in parliamentary seats & proportion</p>	<p>0.91% (HMB/SBS)</p> <p>1.18% (HMB/SBS)</p> <p>10.9% (World Bank) 18</p> <p>Not Available</p>	<p>0.75%</p> <hr/> <p>0.65%</p> <hr/> <p>9.9%</p> <hr/> <p>21</p> <hr/> <p>0.3</p>	<p>0.50%</p> <hr/> <p>0.40%</p> <hr/> <p>8.9%</p> <hr/> <p>24</p> <hr/> <p>0.2</p>	<p>0.20%</p> <hr/> <p>0.15%</p> <hr/> <p>7.9%</p> <hr/> <p>31</p> <hr/> <p>0.15</p>

	of adult's males and females with secondary education); & labour force participation by gender				
Improved technical capacity in gender mainstreaming /Gender Responsive Budgeting (GRB) across all sectors to ensure gender equity and social inclusiveness in the State.	Number of sectors where public officers are trained and/or have technical skill in gender mainstreaming& Gender Responsive Budgeting	Technical skill for Gender Mainstreaming & GRB does not exist in any of the sectors	25% of Sectors have their staff trained in GM /GRB and can use this skill in policy and planning for development, including engendering of programmes and projects	50% of the Public Sectors have skill for GM /GRB - reflected in policies, programmes and projects	80% of the public Sectors have skill in GM & GRB reflected in policies, programmes and projects
Reduced number of fire disaster in the State to the barest minimum	Number of fire outbreak recorded	121 fire outbreaks	90 fire outbreaks	45 fire outbreaks	20 fire outbreaks
Abandonment of Female Genital Mutilation/Cutting (FGM/C) in the State	FGM Prevalence rate	76.3% (NDHS:2013)	50%	30%	10%
Improved psycho-social support and counseling to women, youths, children and vulnerable.	* Number of people counselled * Number of cases on domestic violence recorded	500 No Records	50% of reported cases 50% of cases recorded& prosecuted	60% of reported cases 60% of cases recorded& prosecuted	80% of reported cases 75% of cases recorded& prosecuted
Improved peaceful	Number of religious disputes	No Records	50% of	80% of Cases	90% of cases

coexistence amongst religious groups.	recorded		cases recorded and Resolved	recorded & resolved	recorded & resolved
Increased Internally Generated Revenue of the State	Amount of IGR generated	₦33,979,160	10% increase in IGR	20% increase in IGR	30% increase in IGR
Improved infrastructural facilities in the Communities	Number of facilities provided in the Communities	144 facilities provided (number of communities with these facilities????)	40% of communities in the state have all basic infrastructural facilities	55% of communities in the state have improved infrastructural facilities	70% of communities in the state have improved infrastructural facilities

Chapter 14: Water and Sanitation Sector

14.1 Overview of the Sector



The water and sanitation sector of the State of Osun is responsible for managing the Water, Sanitation and Hygiene (WASH) services in the state. This responsibility encompasses the supply of potable water to urban, semi-urban and rural areas of the state; and managing the sanitation and hygiene of the people of the state. Specific functions of the sector include formulation of policies and enforcement of rules and regulations on water and its resources; managing and operating systems for potable water services delivery; controlling and supervising the sinking of boreholes; managing waste collection and disposal and overseeing the operations and maintenance of WASH facilities and programmes.

Key actors in the water and sanitation sector of the state and summaries of their functions are as follows:

- **Ministry of Water Resources:** Responsible for the formulation of water resources policies and enforcement of rules and regulations
- **State of Osun Water Corporation:** Manages and operates systems for potable water service delivery in urban and semi-urban areas within the coverage of major water supply schemes and collects revenue from consumers

- Rural Water Supply, Environment and Sanitation Agency (RUWESA): Controls and supervises the sinking of boreholes by individuals and corporate bodies, as well as design, construct, rehabilitate, improve, maintain and support the state rural water supply and sanitation programme
- State of Osun Waste Management Agency (OSWMA): Formulates policies and enforces rules and regulations on waste collection and disposal; it also handles the general environmental protection control and regulation of the ecological system and it monitors, regulates and approves the installation of any pollution control, waste treatment and disposal system
- Water, Sanitation and Hygiene Committees (WASHCOMs): Oversees the operations and maintenance of WASH facilities at the community level to ensure their sustainability
- Water Consumer Associations (WCAs): Responsible for operations, maintenance and expansion of small towns' water and sanitation structures owned by the communities as well as fixing of tariff and revenue collection
- NGOs/Non-State Actors: Support formulation of water and sanitation programmes and policy

Safe water coverage in the State of Osun was estimated at about 48.5 per cent in 2015 according to a Federal Ministry of Water Resources survey report; although only 38.5 per cent have access to water within their houses³. Efforts will be made during the implementation of this SDP to improve on this coverage rate. Some success stories in the sector include: The enactment of a Water and Sanitation Sector Law in 2015; development of a water policy and monitoring and evaluation framework and their implementation guidelines; eradication of open defecation in most parts of the state; and the state waste management agency is making considerable effort to keep the urban environment clean.

14.2 Key Challenges

The water and sanitation sector of the State of Osun is beset by several challenges, which have resulted in grossly inadequate supply of potable water to the people and generally poor sanitation and hygiene. The challenges include the following:

- Inadequate professional manpower
- Most of the structures (i.e. waterworks and pipeline networks are old and have outlived their usefulness
- Most of the dams are silted up; storage capacity of the dams are reducing daily and it is very difficult to establish their border lines

³ See Federal Ministry of Water Resources Survey Report, Ayo Franklin, 2015

- None autonomy of the principal water supply agency; State of Osun Water Corporation operates as a government agency; it is not autonomous and not free from political interference
- Poor electricity supply
- Non-payment of water bills arising from the perception of water as a social service
- Frequent damage of water corporation's distribution pipeline by the Ministry of Works, Local Governments and Ministry of Environment during road construction, dredging of streams and beautification exercise
- Indiscriminate illegal connections to the corporations' service lines by unrecognised plumbing contractors
- Tampering with meters to avoid accurate billing
- High cost of diesel to run the generators
- Over-reliance on public funds in the operation of the water agencies
- Inadequate monitoring and evaluation system
- Shortage of critical equipment (e.g. rigs, compressors and equipment for collection and disposal of waste)
- Weak enforcement of extant laws and regulations

14.3 Sector Objectives

The water and sanitation sector's contribution to this SDP will be guided by the following principles: priority to basic services; community participation; cost recovery and financial sustainability; effective private sector participation; operational efficiency and strengthening of accountability; emphasis on sanitation and hygiene; protection of the interests of women, children, disabled, and other vulnerable groups; protection of the environment and water resources; effective capacity building; regional integration; and optimum contribution to the achievement of global objectives on water and sanitation as enumerated in the sustainable development goals.

The global objective for the water supply and sanitation sector is to ensure sustainable and affordable access to safe water supply, sanitation and waste management services for all the state's inhabitants; as a contribution to poverty reduction, public health, economic development and environmental protection. The water and sanitation sector will strive to achieve this objective in the State of Osun over the period of this SDP. Specific objectives that will be pursued by the sector are as follows:

1. Raise rural water supply coverage to 100 per cent by 2028 while assisting the LGAs/LCDAs/AOs to plan, design, finance and implement water and sanitation infrastructure by rehabilitating non-functional systems and ensure sustainable operation and maintenance
2. Ensure 80 per cent safe, reliable and affordable urban and semi urban water supply services by 2028, while strengthening the financial viability of all service providers through implementing effective management structures and well-regulated public-private partnership
3. Raise household sanitation coverage to 100 per cent by 2028, while promoting hygiene behaviour change for all, implement improved sanitation for schools, health facilities and other public institutions and locations
4. Implement integrated water resources management at all levels, including through transboundary cooperation as appropriate as well as protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes
5. Develop fully and implement to 100 per cent the sector's institutional and capacity building framework by 2028 as well as support and strengthen the participation of local communities in improving water and sanitation management
6. Integrate identified cross cutting issues in water supply and sanitation projects by 2028

14.4 Deliverables

The outcomes that are expected to be delivered upon the achievement of the above listed sector objectives are as follows:

- Increased access to potable water supply by urban dwellers
- Increased access to potable water supply by rural households
- Full functionality of all water systems and facilities
- Increased sanitation coverage for individuals
- Increased sanitation coverage for schools, health facilities and other public institutions
- Improved water and sanitation sector institutional strengthening and capacity to manage water and sanitation resources, systems and facilities
- Improved financial viability and sustainability of water and sanitation operations
- Enhanced monitoring and evaluation activities in the sector

14.5 High-Level Strategies

The main goal of the water and sanitation sector is to address poor access of citizens to potable water supply and basic sanitation. The strategies to be deployed to achieve this by 2028 are as follows:

- Effective implementation of the state water and sanitation law and other WASH policies
- Rehabilitation and modernisation of existing water supply facilities
- Provision of functional rigs and compressors as well as other required equipment for water supply
- Provision of appropriate equipment for effective sanitation management
- Rehabilitation, reticulation and metering system for the supply of water
- Strengthening community participation and ownership of WASH programmes
- Capacity building for WASH operators
- Effective regulation of the water supply system
- Establishment of database for water and sanitation service delivery in the state
- Implementation of the State Open Defecation Free (ODF) Roadmap
- Encouragement of public private partnership in the provision of water and sanitation services in the state
- Collaboration with the media for publicity, sensitisation and education of the public on the importance of WASH and advocacy for global best practices on water and sanitation

14.6 Result Framework

Outcome	Indicator	Baseline	Target		
			2018-2020	2021-2024	2025-2028
Increased access to potable water supply	% of population with access to safe and clean drinking water	38.5% (2015)	+20.0%	+21.0%	+20.5%
	% of population within 250 m	37.4% (2015)	+10.0%	+15.0%	+20.0%
Increased access to Sanitation Services	% of Household with access to Water Supply Services	61.5% (2015)	+10.0%	+10.0%	+12.0%
	% of population with access to Sanitation Services	46.5% (2015)	+10.0%	+15.0%	+20.0%
Full functionality of all water systems and	% of fully functional water systems at the time of spot	55.4% (2015)	+10.0%	+10.0%	+15.0%

Outcome	Indicator	Baseline	Target		
			2018-2020	2021-2024	2025-2028
facilities	check				
Increased individuals' sanitation coverage.	Population with access sanitation facilities	48.59% (2015)	+20.0%	+24.3%	+31.0%
	% of households with improved sanitation facilities	24.7 (2017)	+20.0%	+24.3%	+31.0%
Increased sanitation coverage for schools, health facilities and other public institutions	% of schools with access to Sanitation facilities	80.3% (2015)	+5.0%	+5.7%	+9.0%
	% of health centres and hospitals with access to Sanitation facilities	71.3% (2015)	+5.0%	+10.0%	+13.7%
	% of markets with access to Sanitation facilities	60.1% (2015)	+10.0%	+12.9%	+17.0%
	% of Public Recreation Centres with access to Sanitation facilities	71.7% (2015)	+8.0%	+8.3%	+12.0%
	Motor Park with access to Sanitation facilities	52.7% (2015)	+15.0%	+15.0%	+17.3%
Improved water and sanitation sector institutional strengthening and capacity to manage water and sanitation resources, systems and facilities;	Number of professional staff and technicians trained	NA	50%	+25%	+25%
	Number of LGAs with implemented water Master Plan	50%	+25%	+25%	50%
	Number of LGAs with implemented Sanitation Master	50%	+25%	+25%	50%

Outcome	Indicator	Baseline	Target		
			2018-2020	2021-2024	2025-2028
	Plan				
Improved financial viability and sustainability of water and sanitation operations;	Percentage of Improved Billed revenue	35%	50%	+15%	+20%
Enhanced Monitoring and Evaluation activities in the Sector	Number of M&E Reports developed and shared.	NA	100%	100%	100%
Improved water and sanitation sector institutional strengthening and capacity to manage water and sanitation resources, systems and facilities;	Institutional performance in the sector.	NA	100%	100%	100%
	Number of staff trained	NA	55%	+10%	+12%

Chapter 15: Governance and Administration Sector

15.1 Overview of the Sector

Governance and general administration in the State of Osun has been the sole responsibility of the executive arm of the government; harnessing the roles of other government institutions. The governance and administration sector comprises all MDAs whose roles are not sector specific but rather, cut across the entire service. Their roles are mainly about administration or governance of the state. The MDAs include: Ministry of Finance, Office of the Governor, Public Service Office, Office of Efficiency, Productivity and Due Process, Ministry of Human Resources and Capacity Building, Local Government Service Commission, Civil Service Commission, House of Assembly Service Commission, Ministry of Local Government and Chieftaincy Affairs, Ministry of Federal Matters, Ministry of Regional Integration, Ministry of Cabinet Matters, Ministry of Special Duties, Ministry of Innovation, Science and Technology, Bureau of Public Service Pension, State of Osun Emergency Management Agency, Parastatals Monitoring Office, Office of the Accountant-General, Offices of the Auditors-General (local and state), Labour Unions, Political Party representatives, Non-Governmental Organisations (NGOs) and Civil Society Organisations (CSOs).

The roles of the sector include the following:

- Advising the government on financial policy issues which are designed to facilitate effective management of the resources of the state
- Effective management of the state debt
- Effective analysis and evaluation of government projects
- Auditing of all local government finances in tandem with the existing auditing rules and regulations
- Providing training for public servants with a view to instilling in them cutting-edge skills necessary in the discharge of their duties
- Creating additional local government/development areas to serve the purpose of bringing governance closer to the grassroots
- Conducting local government election in the state using the parliamentary system of government for effective wider citizenry participation and reduction in the cost of governance at local government levels
- Peaceful resolution of evolving chieftaincy matters in line with the extant chiefs laws in the state, leading to emergence of non-controversial candidates to fill vacant stools
- Signing into law of the public procurement bill of 2015
- Creating the Office of Public Service Productivity, Efficiency and Due Process
- Kick-starting public service reform and engaging in manpower/job audit

- Application of e-governance in the state by providing the state's key economic indicators on the web for information and feedback from citizens and facilitating communication among stakeholders; including provision of a robust database for payment of pensions and other payment management
- Provision of services to disgruntled career officers through provision of effective and seamless monitoring of activities of public officers
- Ensuring equity and inclusiveness in governance

15.2 Key Challenges

The following constitute the challenges hampering the effective performance of the governance and administration sector of the state:

- Low information and communication technology skills by many public officers and inadequate database
- Duplication or overlapping of mandate of MDAs
- Inadequate capacity building for public officers
- Weak manpower planning resulting in poor succession mechanism
- Poor coordination among agencies and within the various units of a department resulting in duplication and wastage of financial resources
- Weak timely and suitable management information system for the formation, implementation and evaluation of government policies
- Poor adaptation to new technology leading to slow progress and conflict among political and career officers to the detriment of governance and administration in the state
- Little attention paid to issues of gender equity and inclusiveness in governance

15.3 Sector Objectives

Over the period of this SDP (2018 - 2028), the governance and administration sector will pursue the following objectives:

- Ensure adequate and judicious application of government resources
- Evolve a vibrant and responsive workforce for effective governance and administration in the state
- Ensure prompt and speedy passage of and assent to bills capable of improving the welfare of the entire citizenry
- Ensure reduced cost of governance, and availability of relevant data for the use of the public
- Simplify process and accessibility to government programmes and policies to the delight of the public
- Ensure equity, inclusiveness, transparency and accountability in governance

15.4 Deliverables from the Objectives

The outcomes that will be delivered through the sector objectives will include the following:

- Accountable, equitable, inclusive and responsive governance
- Improved State of Osun public service
- Increased public awareness of government policies
- Increased government revenue to enable more funds for governance and administration

15.5 High-Level Sector Strategies

The strategies that will be deployed to achieve the sector objectives and deliver the expected outcomes will include the following:

- Increased staff development
- Publicising government policies and programmes
- Aggressive revenue generation and plugging of revenue or coffer leakages
- Promoting attitudinal change and value re-orientation towards government policies and programmes among the populace
- Stepping up participation of stakeholders in the process and evolution of government policies
- Effective wide-range connection to the internet of ministries, departments and agencies for easy accessibility by public officers
- Adherence to due process to ensure judicious application of public funds
- Adoption of rule-based approach in the conduct of governance and administration and linking the adoption to monitorable governance and administrative procedures
- Reduction in government expenditure on irrelevant projects/activities with high level budgeting support to appropriate ones
- Encouraging transparency in various financial projections and measurement
- Publication of comprehensive and accurate government statistics and financial statements relating to economic indicators without much time lag
- Promulgation of stringent and judicially enforceable penalty for failure to comply with state laws
- Introduction of standard costing system that will lead to effective financial control in governance
- Instilling positive outlook and greater initiative and enthusiasm into governance and administration
- Effective coordination and cooperation among agencies engaged in governance and administration process as well as avoidance of

unwarranted duplication of bureaucracy to develop specialisation and more output

- Audit system to be made more extensive, accountable and brought in line with internationally acceptable standards
- Maintaining government accounts in such a way as to provide information necessary for the economic analysis and planning of government activity
- Adoption of gender mainstreaming as a policy and administrative tool

15.6 Results Framework

Outcome	Indicator	Baseline	Target		
			2018-2020	2021-2024	2025-2028
Improved Accountable and responsive governance	(i) Publication of Government Account (ii) Periodic feedback through institutionalized fora.	(i) within the first quarter of the subsequent year (ii) within 90 days of the submission of the first report (iii) quarterly Institutionalized feedback report.	(i) Within 3 months of the subsequent year (ii) within a week	(i) Within a month of the subsequent year (ii) within 3 days	(i) Within 2 weeks of the subsequent year (ii) within a day
Improved efficiency and productivity of the Public Service	Prompt service delivery within the shortest possible time	Within 1 month	Effective Job Performance within 2 weeks	Effective Job Performance within a week	Effective Job Performance within a day
Increased public awareness on government policies	Percentage of exposure to Government activities (media and online)	30%	50%	72%	98%
Increased government revenue to enable more funds for governance and administration	(i) Size of internally generated revenue per annum (ii) Number of Tax payers	30%	50%	74%	99%

Outcome	Indicator	Baseline	Target		
			2018-2020	2021-2024	2025-2028
Gender Mainstreaming adopted as a planning and administrative tool	(i) Policies must be Gender responsive (ii) Number of Policy makers with technical skill in Gender Mainstreaming	Nil	GM & IF Adopted by 20%	60%	80%
Institutionalized evidence-based planning of sex disaggregated data and gender statistics	State records are kept by sex, Ward, Local Governments, Occupation etc.	45%	Sex Disaggregated data and Gender Statistics adopted by 40%	80%	100%

Chapter 16: Financing the Plan

16.1 Introduction

The vision of the State of Osun, as articulated in this SDP, is to transform the state into an economic and financial hub that is safe, secure, functional and productive. This transformation is to be achieved through the high-level strategies articulated in this plan and the detailed strategies to be developed by sectors in their medium-term sector strategies for implementing this SDP. Going forward, the state needs to put in place practical financing approaches that are sustainable over the planning period and which provide solid foundation for the realisation of the vision of the state.

This SDP has not been costed because the specifics of the programmes and projects that will be implemented are not yet known. Such specifics will emerge from the medium-term sector strategies to be developed by the sectors for the implementation of the Plan. The MTSS will articulate the programmes and projects to be implemented by the respective sectors and their estimated costs over the first three years of the SDP (2019 - 2021). The sum of the costs over all the 12 sectors of the state economy will give an estimate of the cost of the Plan over the first three years.

The purpose of this chapter is to articulate the steps the state will take to generate enough resources to finance this SDP and to attain the state's vision.

16.2 Fiscal Policy Direction of the State

As a sub-national government in a federating unit, the overall fiscal policy direction of the federal government has serious implications for the state's fiscal policy direction. In this wise, the state's budgetary estimates are based on many variables that are outside its control. Such variables include transfers from the federation account; share of value added tax; expected growth in the national GDP; exchange rate; level of crude oil productions and prices of crude oil per barrel.

The State of Osun's strategic fiscal policy direction, within the constraints imposed by the federal system, can be summarised as follows: broadening the state's revenue base to increase the internally generated revenue; reducing the cost of governance; strengthening fiscal discipline, transparency and accountability in public financial management; and strengthening human and organisational capacity to manage the state's resources.

Broadening the revenue base is central to all these goals. This is critical, especially due to the reduced revenue inflow from the federal government and the likelihood that this will remain so going forward.

In recent times, the average contribution of the state's IGR to the financing of its programmes is 20 per cent. The state's GDP is estimated at around \$7.4 billion thus, it is strongly believed that the state has significant capacity to increase its IGR. This will necessitate developing and implementing effective fiscal reforms, especially in the area of revenue drive.

The state is already taking steps along this line. Pertinent actions being taken by the state government include the following:

- Inauguration of a state EXCO committee on IGR, which is chaired by the deputy governor
- Granting of administrative autonomy to the state internal revenue board, which has led to the following: a new management structure; development and implementation of a standard operating manual (SOM); enhanced internal control; increased number of business offices; and generation of timely management reports
- Review and amendment of various revenue laws
- Strong collaboration amongst revenue collecting MDAs
- Aggressive debt recovery across all revenue generating MDAs
- Adoption of harmonised demand notices
- Designation of all civil servants, public officers and political office holders as revenue marshals, with monthly revenue targets
- Tax payers' engagement and enlightenment

These initiatives will continue with renewed vigour over this Plan period while further revenue boosting strategies will be explored and implemented.

Efforts will be made to bring the cost of governance to an affordable and sustainable level. To this end, appropriate strategies will be put in place to reduce waste, eliminate duplication and strengthen public procurement to ensure value for money.

Steps are already being taken to strengthen fiscal discipline, transparency and accountability in public financial management. These include the adoption of the principle of Zero-Based Budgeting and Treasury Single Account (TSA). The principle of zero-based budgeting will promote Management by Objectives (MBO) while TSA will ensure accountability of government revenue, enhance transparency and minimise misappropriation of public funds.

16.3 Revenue and Expenditure Projections (Results of MTEF)

A Medium-Term Expenditure Framework (MTEF) has been prepared to estimate the resources available to the state government for the implementation of this SDP. The estimates cover revenue inflow from the federal government (including statutory allocation, value added tax and excess crude share); and IGR, which includes capital receipt. Table 9 presents the fiscal plan for the implementation of the SDP over the medium-term period of 2019 - 2021.

Table 9: Fiscal Plan for the SDP in the Medium Term 2019 - 2021

Item	2019	2020	2021
Recurrent revenue (Naira)			
Statutory Allocation	36,677,161,738	39,838,390,463	41,656,857,314
VAT	11,288,881,386	11,853,425,596	12,497,479,764
Share of Excess Crude	7,200,000,000	5,000,000,000	5,000,000,000
Aids and Grants	9,505,000,000	7,205,000,000	6,905,000,000
IGR	18,845,686,148	21,672,539,070	24,923,419,931
Recurrent Expenditure (Naira)			
Personnel	24,929,764,518	25,553,008,631	26,191,833,847
Overhead	11,564,719,456	11,564,719,456	11,564,719,456
CRFC	35,511,111,949	33,735,556,352	32,048,778,534
Transfer to Capital Development Fund (Naira)	2,074,132,188	7,585,082,420	14,350,789,527
Capital Expenditure Ceilings (Naira)			
Drawdown on CRF			
Domestic Loan			
Foreign Loan			

16.4 Sector Resource Allocations

The economy of the State of Osun is divided into 12 sectors. Following the estimation of the revenue accruable to the state government for the medium-term period of 2019 - 2021, indicative budget ceilings (capital and recurrent) were given to the respective sectors for each year. The ceilings were based on government priorities and available funds. Tables 10 to 12 present the resource allocations by sector for the years 2019 to 2021 respectively.

Table 10: Allocation of Resources by Sector, 2019

S/N	Sector	Share of 2019 Total Revenue (%)	Indicative Budget Ceiling (Naira)			
			Overhead	Personnel	Capital	Total
1	Agriculture and Food Security	1.01	71,934,811	468,220,401	203,975,130	744,130,342
2	Budget, Planning and Revenue Mobilisation	4.32	2,439,641,933	241,265,359	518,237,599	3,199,144,891
3	Commerce and Industry	0.95	260,818,413	235,107,242	206,066,119	701,991,774
4	Education	25.67	1,511,838,849	12,587,242,735	4,896,960,445	18,996,042,029

S/N	Sector	Share of 2019 Total Revenue (%)	Indicative Budget Ceiling (Naira)			
			Overhead	Personnel	Capital	Total
5	Environment	1.07	59,582,662	182,672,191	547,613,386	789,868,239
6	Health	8.60	285,567,427	5,503,733,418	578,074,561	6,367,375,406
7	Information, Communication and Media	0.92	189,532,984	377,875,507	112,525,326	679,933,817
8	Infrastructure	8.85	188,758,722	533,861,964	5,830,513,155	6,553,133,841
9	Security, Law and Justice	1.82	440,886,743	836,588,394	67,615,225	1,345,090,362
10	Social Development and Welfare	1.13	211,059,046	198,694,794	424,071,076	833,824,916
11	Water and Sanitation	1.72	180,846,536	383,443,790	705,718,158	1,270,008,484
12	Governance and Administration	15.56	5,724,251,331	3,381,058,722	2,413,750,280	11,519,060,333

Table 11: Allocation of Resources by Sector, 2020

S/N	Sector	Share of 2020 Total Revenue (%)	Indicative Budget Ceiling (Naira)			
			Overhead	Personnel	Capital	Total
1	Agriculture and Food Security	1.06	71,934,811	479,925,911	275,039,279	826,900,001
2	Budget, Planning and Revenue Mobilisation	4.32	2,439,641,933	247,296,993	698,789,579	3,385,728,505
3	Commerce and Industry	0.99	260,818,413	240,984,923	277,858,761	779,662,097
4	Education	25.75	1,511,838,849	12,901,923,803	5,766,891,831	20,180,654,483
5	Environment	1.26	59,582,662	187,238,996	738,399,777	985,221,435

S/N	Sector	Share of 2020 Total Revenue (%)	Indicative Budget Ceiling (Naira)			
			Overhead	Personnel	Capital	Total
6	Health	8.42	285,567,427	5,641,326,754	673,212,684	6,600,106,865
7	Information, Communication and Media	0.93	189,532,984	387,322,395	151,728,716	728,584,095
8	Infrastructure	10.08	188,758,722	547,208,514	7,165,049,162	7,901,016,398
9	Security, Law and Justice	1.77	440,886,743	857,503,104	91,172,108	1,389,561,955
10	Social Development and Welfare	1.26	211,059,046	203,662,164	571,815,803	986,537,013
11	Water and Sanitation	1.95	180,846,536	393,029,885	951,587,642	1,525,464,063
12	Governance and Administration	15.36	5,724,251,331	3,465,585,190	2,850,172,724	12,040,009,245

Table 12: Allocation of Resources by Sector, 2021

S/N	Sector	Share of 2021 Total Revenue (%)	Indicative Budget Ceiling (Naira)			
			Overhead	Personnel	Capital	Total
1	Agriculture and Food Security	1.14	71,934,811	491,924,058	391,392,458	955,251,327
2	Budget, Planning and Revenue Mobilisation	4.39	2,439,641,933	253,479,418	994,406,951	3,687,528,302
3	Commerce and Industry	1.07	260,818,413	247,009,546	395,404,699	903,232,658
4	Education	26.08	1,511,838,849	13,224,471,898	7,191,228,633	21,927,539,380
5	Environment	1.55	59,582,662	191,919,971	1,050,773,928	1,302,276,561
6	Health	8.08	285,567,427	5,782,359,923	728,982,131	6,796,909,481
7	Information, Communication and Media	0.95	189,532,984	397,005,455	215,916,342	802,454,781
8	Infrastructure	9.63	188,758,722	560,888,726	7,350,082,116	8,099,729,564

S/N	Sector	Share of 2021 Total Revenue (%)	Indicative Budget Ceiling (Naira)			
			Overhead	Personnel	Capital	Total
9	Security, Law and Justice	1.72	440,886,743	878,940,682	129,741,743	1,449,569,168
10	Social Development and Welfare	1.47	211,059,046	208,753,718	813,717,929	1,233,530,693
11	Water and Sanitation	2.30	180,846,536	402,855,632	1,354,149,222	1,937,851,390
12	Governance and Administration	15.86	5,724,251,331	3,552,224,820	4,055,915,619	13,332,391,770

16.5 Financing Options

The State of Osun has two main options for financing its development plan. The first is to remain strictly within the resources available to the state from all sources. The other option is to augment the available state resources with loans. The former option is usually considered to be too restrictive. Often, there will be critical projects that need to be executed but for which there are no state government funds. In such a case, it will be prudent to borrow to finance such projects.

Over the years, the State of Osun has borrowed money to finance its development agenda. In 2013 for example, the state raised funds through Sukuk or Islamic bonds. Sukuk bonds are issued in compliance with Sharia/Islamic commercial principles. Unlike conventional bonds which attract payment of interest, Islamic commercial principles prohibit the payment and receipt of interest.

The recently conducted MTEF indicated the potential revenue but a comparison of this with the resources required to implement the state's development plan suggests a considerable financial gap. The gap will be financed through loans as indicated in Table 9. In sourcing the loans, preference will be given to concessionary loans so that it does not exacerbate the state's debt burden. In other words, the state will continue to leverage its goodwill to raise finance locally and internationally in a manner that will not lead to over-exposure and high cost of debt servicing.

16.6 Expected Role of the Private Sector

The role of the private sector in promoting economic growth and reducing poverty in a society cannot be over emphasised. The private sector is a key stakeholder in economic development; it being a major contributor to the national income and a principal job creator and employer.

This plan envisages optimum private sector participation for its successful implementation. Sectors with massive potential for private sector investment include agriculture, commerce and industry and infrastructure. The sectors' MTSSs will articulate potential areas of intervention by the private sector and the strategies that will be deployed to attract the private sector to such areas. Government will continue to improve the business environment and provide necessary incentives to enable private businesses thrive.

The state already has a PPP arrangement in place. For example, the state airport is on a Build, Operate and Transfer (BOT) agreement. Other PPP arrangements in place include:

- Joint operation and management of Osun Materials Engineering Laboratory
- Reconstruction of Osogbo-Iwo (56km) Road
- Ikeji Ile-Ijesha Small Hydro Power Development
- Construction of Nelson Mandela Freedom Park
- Development of Markets and Stalls (e.g. Aje International Market, Osogbo, Ayegbaju Market Osogbo)
- Production of Biometric Registration (Omoluabi) Cards
- Development of Dry Port

Going forward, the state will intensify PPP arrangements in critical economic sectors by putting in place necessary legal and administrative frameworks. The capacity of relevant public servants will also be developed with a view to ensuring effective management of PPP contracts.

16.7 Expected Role of Development Partners

Economic growth is usually private sector driven; with governments and development partners playing facilitation roles through the provision of infrastructure as well as legal and policy frameworks.

It is hoped that this SDP will enable development partners to correctly identify the priorities of the state government and where the state desperately needs support. The State of Osun, while not precluding other sectors, will appreciate the support of development partners in the health, education, water and agriculture sectors. The MTSSs of the respective sectors will provide details of the potential areas of intervention.

The World Bank's state and local government reform (SLOGOR) programme is providing support to the state in the area of financial administration reform at both the state and local government levels. Other development partners have also been playing various important roles in the socio-economic development of the state. Examples include the World Bank, European Union, UNICEF, African Development Bank, French Development Agency, DFID-ARC and Islamic Development Bank. Appendix 4 presents a list of the development partners operating in the state and their respective areas of intervention.

16.8 Public Financial Management Reform

Various aspects of the State's Public Financial Management (PFM) practices require reforms to ensure their effectiveness. Such aspects include budgeting, procurement and financial reporting. Implementing effective reforms in these areas will be accorded priority during the implementation of this SDP. The reform is one area where the support of development partners will be required.

Chapter 17: Implementation of the Plan

17.1 Introduction

The state governor observed in his foreword that the preparation of this SDP is one thing, but its implementation is by far a bigger issue. The governor also cited Peter F. Drucker, who said that “Plans are only good intentions unless they immediately degenerate into hard work”. Enormous financial and manpower resources have gone into the preparation of this SDP. If the investment is not to go to waste, the state needs to rededicate itself and be committed to the effective and efficient implementation of the Plan.

This chapter discusses the strategic approach to implementing this state development plan. The chapter describes the institutional frameworks for implementation of the Plan; the manpower development strategy to ensure adequate human resources for the implementation; the Plan - MTSS - budget linkage; the application of results-based individual performance management and the way to optimise private sector participation and support of development partners during the implementation of the Plan. These are referred to as the critical success factors of the Plan as discussed in Section 3.6 of this document.

17.2 Institutional Framework for Implementation of the Plan

A participatory approach will be adopted in the implementation of this SDP. However, effective and successful implementation of the Plan requires strong institutional support. The institutions whose roles are critical to the successful implementation of the Plan and the specific roles which the respective institutions are expected to play are summarised in Table 13.

Table 2: Institutional Framework for Implementation of the Plan

Institutions	Expected Roles and Responsibilities
State Executive Council (The highest political authority must be strongly committed to the implementation of the plan; such commitment must filter down to all levels of the government)	<ul style="list-style-type: none">• Approve the Plan and set its implementation in motion• Ensure timely release of resources for the implementation• Give directive for revision of the plan when necessary• Monitor the implementation of the Plan to ensure achievement of the stated goals and the delivery of the expected outcomes as well as ensuring that the plan is on course• Ensure that the annual budgets derive from the state development plan; through the medium-term

Institutions	Expected Roles and Responsibilities
	<ul style="list-style-type: none"> sector strategies • Ensure effective enforcement of all laws relating to the implementation of the SDP and enact new required ones • Ensure enforcement of the implementation of the SDP • Ensure timely development, approval and implementation of all necessary policies that are needed for the implementation of the SDP (e.g., gender policy). • Ensure timely release of counterpart funds for the implementation • Ensure effectiveness of the regulatory framework for the implementation of the SDP. • Create a delivery unit to champion the implementation of critical programmes in the SDP Ensure the establishment of PRS departments in relevant MDAs and M&E in all MDAs
State House of Assembly	<ul style="list-style-type: none"> • Timely approval of the MTEF by the State House of Assembly (SHoA). • Timely passage of appropriation bills. • Ensures timely enactment and revision of all laws relating to implementation of the Plan
Judiciary	<ul style="list-style-type: none"> • Timely and professional clarification of any area of conflict in the laws passed by the SHoA during the process of implementation of the SDP • Ensure effective enforcement of all orders or judgements relating to the implementation of SDP • Expedient consideration of every litigation or matter pertaining to implementation of the SDP
Local Government Areas (LGAs)	<ul style="list-style-type: none"> • Local governments should develop their own plans in line with the SDP • Support the implementation of the SDP as it affects the local government areas • Monitoring and supervision of the SDP implementation at the local government level and providing feedback • Mobilising and coordinating communities through CDCs and CDAs towards effective implementation of the SDP • Support the implementation of the SDP in terms of information dissemination; especially at the grassroots

Institutions	Expected Roles and Responsibilities
	<ul style="list-style-type: none"> • Timely release of counterpart funds for the implementation of the SDP
<p>Communities (Adopt a participatory model in engaging communities in the implementation of the SDP)</p>	<ul style="list-style-type: none"> • CDCs and CDAs to monitor the implementation of the SDP and provide feedback • Ensure effective mobilisation of the populace to promote ownership and maintenance of the projects in their communities • Sensitise the community to discharge their civic responsibility to the government, especially regarding tax payment •
<p>Civil Society Organisation</p>	<ul style="list-style-type: none"> • Advocacy, education, and sensitisation of communities on implementation of the SDP • Mobilisation of communities for the implementation • Monitoring communities' opinions about the implementation of the Plan and providing feedback • Monitoring of implementation of the SDP and providing feedback
<p>Delivery Department/Unit</p>	<ul style="list-style-type: none"> • Monitor effective implementation of critical programmes in the SDP (such programmes will be designated before the commencement of the implementation). • To facilitate the removal of brick walls in the implementation of critical programmes in the SDP • To coordinate the sectors Plan Implementation Committees (SPIC)
<p>Sectors Plan Implementation Committees (SPICs)</p>	<ul style="list-style-type: none"> • Oversee the implement of the SDP as it affects their respective sectors • Provide feedback to the delivery unit • Undertake any revision of the Plan as may be necessary as it affects their respective sectors
<p>MEPBD's M&E Department (To be strengthened and equipped with the required resources for its effectiveness; M&E to be institutionalised across the state)</p>	<ul style="list-style-type: none"> • Oversee the monitoring and evaluation of the SDP as well as implementation monitoring and evaluation for results in the state • Coordinate M&E activities in the state, including coordinating the monitoring and evaluation at sector level • Report feedback to the delivery unit • Establish and manage state M&E database • Collate data, analyse, process and share information with policy makers as well as other relevant stakeholders for planning and budgeting

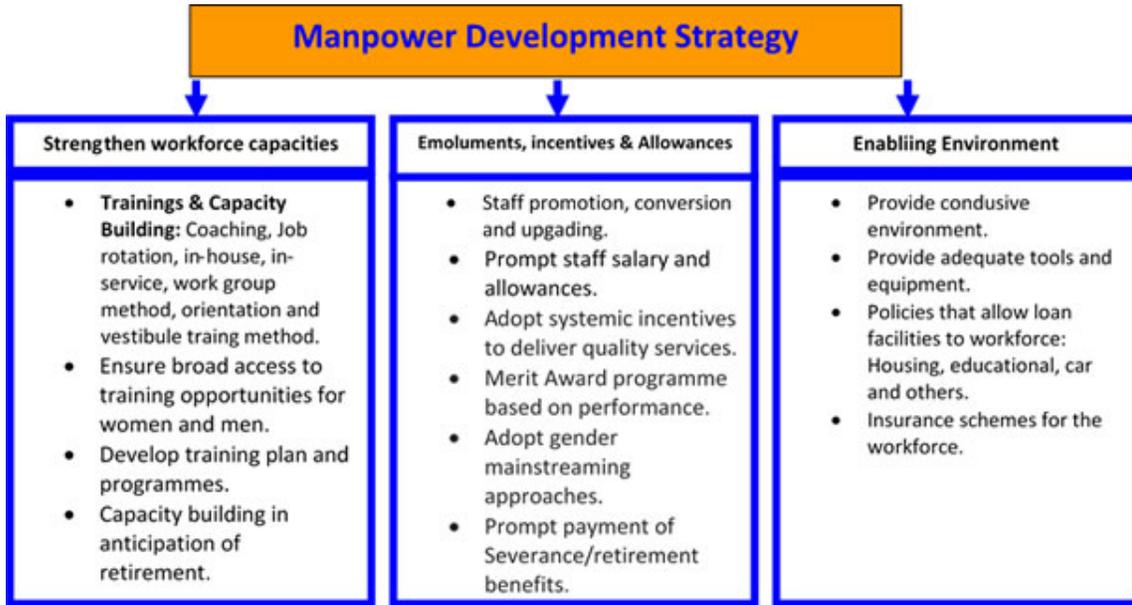
Institutions	Expected Roles and Responsibilities
	<ul style="list-style-type: none"> • Ensure gender sensitive data management in the state. • Ensure timely submission of progress reports by MDAs' M&E departments as they affect the implementation of SDP • Facilitate the development of state M&E frameworks and its implementation guidelines • Submit monthly reports to MEPBD on the progress of the implementation of the Plan • Regular publication of progress and results
<p>MDAs' M&E Departments</p> <p>(PRS department to be established at ministry level and M&E departments at other agency levels)</p>	<ul style="list-style-type: none"> • Monitor the implementation of the SDP in their respective MDAs • Send feedback and progress reports to the central M&E department in the MEPBD • Collect and collate data at MDA level • Supervise the evaluation process at MDA level • Submit monthly reports on projects and results to M&E department in the MEPBD

17.3 Manpower Development Strategy

Availability of quality and well-motivated personnel is a critical success factor for this SDP. The SDP will be implemented by people with requisite skills, experience and commitment. Priority will be placed on capacity development of staff. Needs analysis will be carried out to identify training requirements of staff involved in implementation of the Plan; training will be provided as identified. The development pillar on human capital development is designed to deliver this.

Figure 5 summarises the state's strategies for manpower development during the implementation of this SDP. In summary, priority will be placed on strengthening workforce capacity; improving staff emoluments, incentives and allowances; providing enabling work environment for staff; including equipping them with appropriate and adequate tools.

Figure 5: Manpower Development Strategies

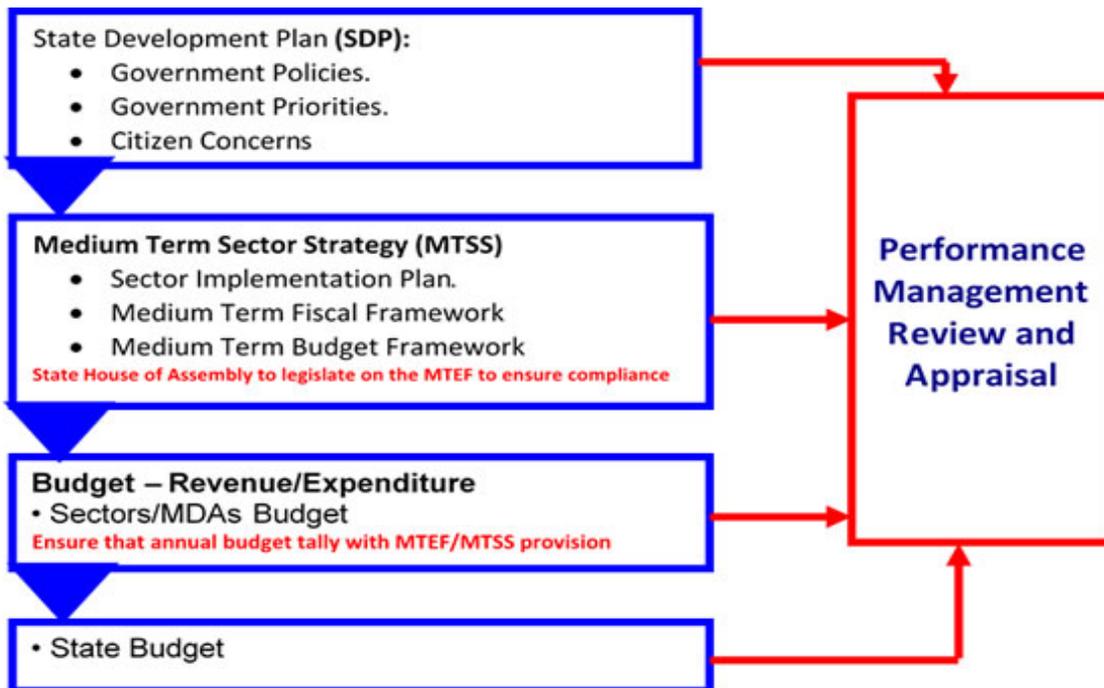


17.4 Plan - MTSSs - Budget Linkage

One reason for developing a state Plan is to make sure that the state’s annual budgets are policy based. In implementing this SDP, the 12 sectors of the state will develop their medium-term sector strategies based on the SDP, the sectors’ annual budgets will derive from their respective MTSSs; the sectors annual budgets will be aggregated to form the annual budget of the state. The implementation of the budget will translate to the implementation of the respective MTSSs; which will in turn translate to the implementation of the SDP. Individual performance will be assessed in relation to the results recorded in the SDP implementation.

Figure 6 presents the envisaged Plan-MTSS-budget linkage and how these dovetail into staff performance management and appraisal.

Figure 6: Plan -- MTSSs -- Budget Linkage

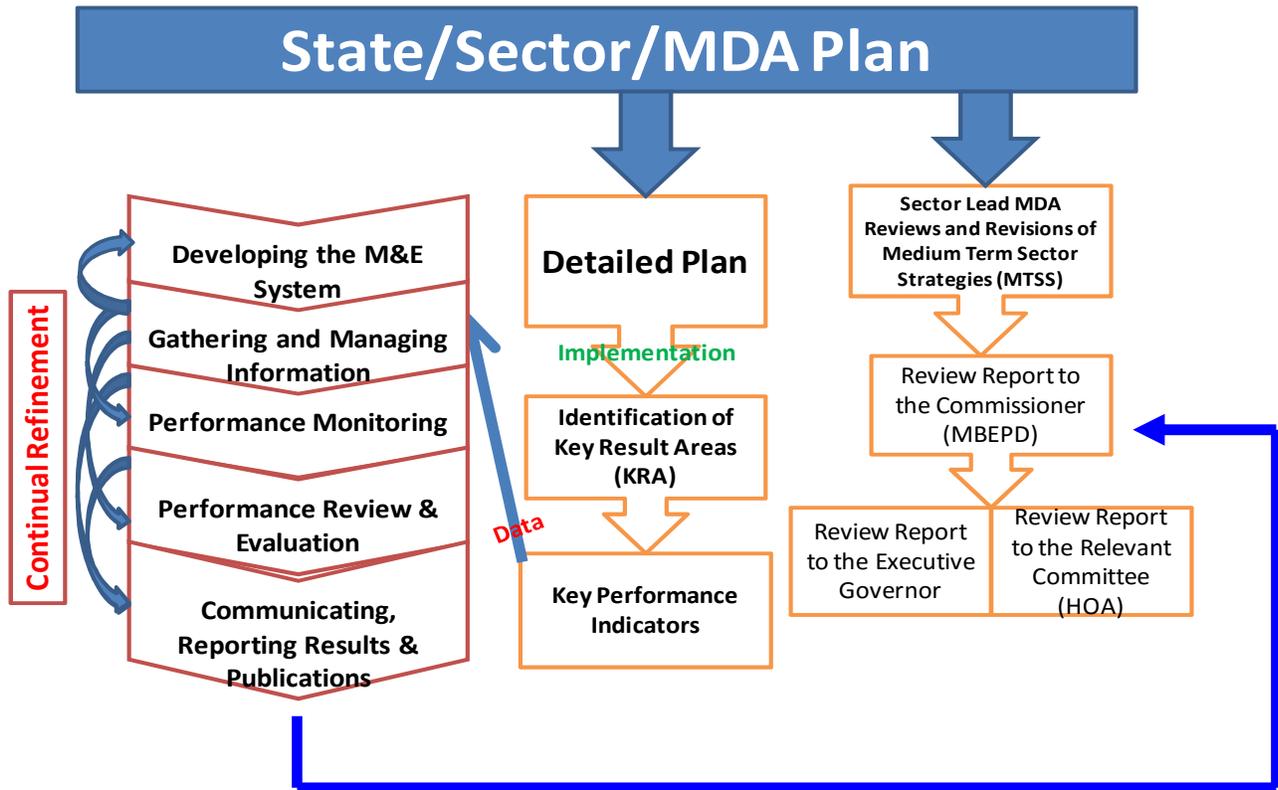


17.5 Results Based Individual Performance Management

Performance appraisal of staff will be results-based during the implementation of this SDP . As noted previously, individual performance will be assessed in relation to the results recorded in the SDP implementation. Accordingly, performance targets will be agreed on with each member of staff based on the results expected from the SDP; and each staff performance will be assessed in relation to the agreed performance targets.

For the foregoing to work as anticipated, the M&E activities will need to be strengthened to provide regular and reliable information about SDP implementation performance. Supervisors at all levels will also need to demonstrate integrity in the assessment of staff under their supervision. Figure 7 describes the results-based individual performance management approach.

Figure 7: Results-Based Individual Performance Management Approach



17.6 Optimising Private Sector Participation

The expected role of the private sector in financing the plan were already discussed in Section 16.6 of this plan document. This section highlights key steps the government will take in optimising private sector participation in the implementation of the SDP.

First, the state government will encourage public private partnership and maintain a socio-economic policy environment that is safe and conducive to the growth and development of private enterprises. Investments in the state will be prioritised in areas that will improve the general business environment and necessary infrastructure will be provided to boost production in core and supporting sectors. The areas identified for PPP arrangement include agriculture, manufacturing and development of infrastructure.

Secondly, government efforts toward optimising private sector participation in the implementation of the SDP will include the following:

- Establishment of a department in the MEPBD to coordinate and regulate all activities relating to PPP in the state
- Establishment of a legislative framework that support quick and transparent decision making and allow for competitive bidding
- Development of regulations that specifically apply to each type of PPP
- Creating economic frameworks that mitigate the private sector's risks without compromising the public interest; creating an enabling environment that will give confidence to the private sector on the security of their investments in the state
- Putting in place all necessary infrastructure that will ensure easy take-off of the participation of the private sector
- Providing incentives (e.g. tax waivers) to companies engaged in critical programmes in the SDP, including manpower development

17.7 Optimising Support of Development Partners

The State Government of Osun has over the years entered into partnership with various development partners who have provided support in ensuring rapid development of the state. Programmes were aimed at reducing poverty, improving the state's institutional performance in service delivery and improving healthy living of the citizens. During the implementation of this SDP, the state government will continue to leverage the support of development partners' toward a successful implementation of the SDP; especially in the areas of water, environment, health, education, agriculture, human capital development and sanitation.

Over the years, the state government has proved to be a responsible partner through prompt payment of counterpart funds and by providing an enabling environment for the implementation of development programmes in the state.

Many development partners are supporting and collaborating with the state government on one intervention or the other. Their activities are coordinated by the Development Partners and International Relations (DPIR) Programme Delivery Unit (PDU) in the Office of the Governor. The Ministry of Economic Planning, Budget and Development (MEPBDD) will be further strengthened to optimise the support of development partners in the implementation of the SDP. Appendix 4 presents a list of the development partners operating in the State of Osun and their respective areas of intervention.

Chapter 18: Monitoring and Evaluation of the Implementation

18.1 Introduction

Like any other development plan, monitoring and evaluation are critical to the success of the state's SDP. Effective M&E will ensure that implementation of the plan is on course and that the stated objectives are being achieved. It is also to ensure that the expected outcomes are delivered and that any lapses are rectified as and when necessary.

This chapter describes the high-level approaches to monitoring of the implementation; performance evaluation of the Plan and revision of the Plan as and when necessary. As indicated in Table 13 (Institutional Framework for Implementation of the Plan), the M&E Department of the Ministry of Economic Planning, Budget and Development will have the overall responsibility for carrying out the monitoring of the implementation of this SDP and for evaluating its performance. The MEPBD will be responsible for revision of the Plan, working with the various sectors to revise pertinent aspects of the Plan.

18.2 Approach to Monitoring Implementation of the Plan

Monitoring of the implementation will be a continuous process throughout the duration of this Plan. Each sector will have its own monitoring team. The MEPBD will develop a guideline for the monitoring; train the sectors' monitoring teams on the guideline and make sure that the sector monitoring teams adhere to the guideline. The guideline will, among other things, specify what to look for; at what frequency; the roles of the LGAs, CSOs and communities; the reports to write and whom to share the reports with.

The sectors' monitoring functions will be the responsibility of the respective departments of planning, research and statistics. The sectors' monitoring teams will submit reports to the M&E department of the MEPBD at agreed periods (e.g. monthly or quarterly). The director of M&E in the MEPBD will collate the reports and submit to the permanent secretary MEPBD for quality assurance. The permanent secretary will review and submit the report to the honourable commissioner, MEPBD; who will review and transmit it to the executive council. The state executive council will review the reports and provide directives on necessary follow-up actions.

In addition to the report to the executive council, the state governor will be constantly updated on the progress of the implementation by the honourable commissioner, MEPBD. All those involved with the monitoring will have the responsibility of reporting any brick wall or constraints to the honourable commissioner, MEPBD for resolution. Other institutions, such as the legislature, the judiciary, CSOs and communities will have roles to play in the implementation, monitoring and provision of feedbacks.

18.3 Approach to Performance Evaluation of the Plan

Performance evaluation of the Plan will be carried out annually. It will be conducted through the annual performance review of the sectors. At the beginning of each year, each sector will review its previous year's performance using a standard annual performance review approach. The review will be based on the results framework specified by the respective sectors in their MTSSs; focus will be on the expected outcomes, their key performance indicators and targets. The M&E units of the sectors will lead the evaluation process. The units will make use of external reports, feedbacks and secondary data in conducting their performance reviews.

Consistent with the case of monitoring, the annual review reports will be submitted to the M&E department of the MEPBD at an agreed time. The director of M&E in the MEPBD will collate the reports; using the reports, the director will prepare a brief on the overall performance of the SDP. This will comprise a summary of the key achievements, major failures, and what should be done to rectify the failures. The director will submit his or her report and those of the sectors' performances to the permanent secretary MEPBD for quality assurance. The permanent secretary will review and submit the report to the honourable commissioner, MEPBD, who will review and transmit it to the executive council. The state executive council will review the reports and provide directives on necessary follow-up actions.

18.4 Approach to Revision of the Plan

The routine review of this SDP will be at three year intervals but any aspect of the plan can be reviewed at any time that the state executive council directs the review. The reviews will be based on the findings from the sector's annual performance reviews; as well as on developments (social, economic, political, etc.) since the last review.

The sectors will base the annual rollover of their MTSS on the reviewed SDP as well as the results of their annual sector performance reviews. In reviewing the SDP and the MTSSs, particular attention will be paid to the enabling factors that have facilitated the achievements recorded; the constraining factors that have made some targets unachievable; and new/emerging issues of critical importance to the development of the state. Appropriate strategies will then be developed to strengthen the observed enabling factors, to ameliorate the constraints and to internalise the emerging issues.

The revision of the Plan should be made as participatory as possible by involving all relevant stakeholders (private sector, CSOs, communities and development partners) as was done during development of the SDP.

18.5 Publication of Monitoring and Evaluation Reports

In addition to circulating the M&E reports internally, it is expected that sectors and economy-wide performance reports will be made available to the public regularly. The reports will indicate if the plan is being implemented to specification and if its implementation is having the desired impact on people's lives. This will provide an opportunity for members of the public and CSOs to assess the Plan's performance from their own perspective and indicate whether they are being reached by the development initiatives of the government. In furtherance of this, the M&E reports will be posted on the state's website in addition to publishing their summaries for dissemination to members of the public.

Appendixes

Appendix 1: List of the Local Administrative Divisions of the State of Osun

1. Atakunmosa East LGA	25. Ife-North East LCDA	49. Obokun East LCDA
2. Atakunmosa East Central LCDA	26. Ife-North West LCDA	50. Odo-Otin LGA
3. Atakunmosa West LGA	27. Ife Ooye LCDA	51. Odo-Otin North LCDA
4. Atakunmosa West Central LCDA	28. Ife South LGA	52. Odo-Otin South LCDA
5. Ayedaade LGA	29. Ife South West LCDA	53. Ola-Oluwa LGA
6. Ayedaade South LCDA	30. Ifedayo LGA	54. Ola-Oluwa South East LCDA
7. Ayedire LGA	31. Ifelodun LGA	55. Olorunda LGA
8. Ayedire South LCDA	32. Ifelodun North LCDA	56. Olorunda North LCDA
9. Boluwaduro LGA	33. Ila LGA	57. Olorunda North Area Council
10. Boluwaduro East LCDA	34. Ila Central LCDA	58. Oriade LGA
11. Boripe LGA	35. Ilesa-East LGA	59. Oriade South LCDA
12. Boripe North LCDA	36. Ilesa-West Central LCDA	60. Orolu LGA
13. Ede East LCDA	37. Ilesa-North East LCDA	61. Osogbo LGA
14. Ede North LGA	38. Ilesa-West LGA	62. Osogbo South LCDA
15. Ede South LGA	39. Irepodun LGA	63. Osogbo West LCDA
16. Egbedore LGA	40. Irepodun South LCDA	64. Ede North Area Council
17. Egbedore South LCDA	41. Irewole LGA	65. Ifelodun Area Council
18. Ejigbo LGA	42. Irewole North East LCDA	66. Ife North Area Council
19. Ejigbo South LCDA	43. Isokan LGA	67. Okinni Administrative Office
20. Ejigbo West LCDA	44. Isokan South LCDA	68. Orolu Administrative Office
21. Ife-Central LGA	45. Iwo LGA	
22. Ife-Central West LCDA	46. Iwo East LCDA	
23. Ife-East LGA	47. Iwo West LCDA	
24. Ife-North LGA	48. Obokun LGA	

Source: Osun Ministry of Local Government and Chieftaincy Affairs

Appendix 2: State of Osun - List of Local Government Areas (LGAs), Their Headquarters, Populations and what they are known for

Name of Local Government	Headquarters	Population Projection (2018)	Known for (Mineral Resources)	Known for (Agricultural Products)
Aiyedaade	Gbongan	217,765	Mica, Aquamarine, Gravel, Molybdonite	Plantain, Citrus, Cassava, Yam, Cocoa-Yam, Oil Palm, Mango, Livestock, Beans, Soya Beans, Cotton, bamboo and Cashew
Aiyedire	Ile-Ogbo	111,102	Gravel, Molybdonite	Citrus, Cassava, Cocoa-Yam, Yam, Maize, Beans, Pawpaw, Bamboo, Livestock, Plantain and Oil Palm
Atakunmosa East	Iperindo	110,805	Gold, Cassilerite, Columbite, Talc, Feldspar, Clay, Ilmenite, Gravel, Molybdonite	Plantain, Citrus, Cassava, Cocoa-Yam, Oil Palm, Mango, Livestock and Cashew
Atakunmosa West	Osu	99,514	Gold, Cassilerite, Columbite, Clay, Ilmenite, Gravel, Molybdonite	Plantain, Citrus, Cassava, Cocoa-Yam, Oil Palm, Mango, Livestock and Cashew
Boluwaduro	Otan-Ayegbaju	103,305	Gravel, Molybdonite	Citrus, Cassava, Cocoa-Yam, Yam, Maize, Beans, Pawpaw, Bamboo, Livestock, Plantain, Cotton, Potato and Oil Palm
Boripe	Iragbiji	202,001	Aquamarine, Gravel, Molybdonite	Cashew, Pineapple, Citrus, Mango, Guava, Orange (Grape and Lime), Pawpaw and Bamboo
Ede North	Oja-Timi	122,035	Feldspar, Clay, Tantalite, Gravel, Molybdonite	Cashew, Pineapple, Citrus, Cassava, Yam, Cocoa Yam, Maize, Beans, Soya Beans, OilPalm, Live Stock, Vegetable, and Bamboo
Ede South	Oke-Iresi	109,908	Feldspar, Clay, Gravel,	Cashew,

			Molybdonite	Pineapple, Citrus, Cassava, Yam, Cocoa Yam, Cotton Mango, Maize, Beans, Soya Beans, OilPalm, Live Stock, Vegetable, and Bamboo
Egbedore	Awo	107,695	Tantalite, Gravel, Molybdonite	Cashew, Pineapple, Citrus, Cassava, Yam, Cocoa Yam, Cotton Mango, Maize, Beans, Soya Beans, OilPalm, Live Stock, Vegetable, and Bamboo
Ejigbo	Ejigbo	192,935	Iron Ore, Gravel, Molybdonite	Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans, Maize, Pawpaw and Bamboo
Ife Central	Ile-Ife	243,441	Cassiterite, Kaolin, Gravel, Molybdonite	Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans, Maize, Pawpaw, Bread, Fruit, Vegetable and Bamboo
Ifedayo	Oke-Ila	54,610	Mica, Kaolin, Gravel, Molybdonite	Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans, Maize, Pawpaw and Bamboo
Ife East	Oke-Ogbo	274,612	Columbite, Gravel, Molybdonite	Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans, Maize, Beans, and
Ifelodun	Ikirun	140,418	Talc, Clay, Gravel, Molybdonite	Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans, Maize, Pawpaw and Bamboo
Ife North	Ipetumodu	223,159	Clay, Gravel, Molybdonite	Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans, Maize, Beans, and
Ife South	Ifetedo	195,811	Gravel, Molybdonite	Cashew, Pineapple, Citrus, Mango, Guava,

				Yam, Beans and Maize
Ila	Ila-Orangun	90,347	Aquamarine, Sillimanite, Gravel, Molybdonite	Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans, Maize, and Cotton
Ilesha East	Ilesa	153,480	Kaolin, Ilmenite, Gravel, Molybdonite	Plantain, Banana, Citrus, Cassava, Cocoa yam, Maize, Oil Palm, Cashew, Vegetable, Pineapple, Mango, Guava and Livestock
Ilesha West	Ereja	155,508	Kaolin, Gravel, Molybdonite	Plantain, Banana, Citrus, Cassava, Cocoa yam, Maize, Oil Palm, Cashew, Vegetable, Pineapple, Mango, Guava and Livestock
Irepodun	Ilobu	174,117	Gravel, Molybdonite	Cashew, Pineapple, Citrus, Cocoyam, Maize, OilPalm, Plantain, Cotton, Bamboo, Guava, Mango, Grape and Vegetable
Irewole	Ikire	207,918	Talc, Mica, Tourmaline, Gravel, Molybdonite	Plantain, Banana, Citrus, Cassava, Cocoa yam, Maize, Oil Palm, Cashew, Vegetable, Soya beans, Breadfruit, Cotton, Bamboo, Pineapple, Mango, Guava and Livestock
Isokan	Apomu	148,594	Gravel, Molybdonite	Cashew, Pineapple, Citrus, Cocoyam, Maize, OilPalm, Plantain, Cotton, Bamboo, and Livestock

Iwo	Iwo	278,593	Gravel, Molybdonite	Cashew, Pineapple, Citrus, Cocoyam, Maize, OilPalm, Plantain, Cotton, Bamboo, SoyaBeans, Basket and Livestock
Obokun	Ibokun	170,128	Tantalite, Sillimanite, Zicon, Gravel, Molybdonite	Cashew, Pineapple, Citrus, Cocoyam, Maize, OilPalm, Plantain, Cotton, Bamboo, SoyaBeans, Basket and Livestock
Odo-Otin	Okuku	192,299	Gravel, Molybdonite	Cashew, Pineapple, Citrus, Cassava, Yam, Cocoyam, Maize, Beans, Soya Beans, OilPalm, Plantain, Bamboo, Basket, Potatoes and Cotton
Ola-Oluwa	Bode-Osi	110,983	Iron Ore, Gravel, Molybdonite	Cashew, Pineapple, Citrus, Cassava, Yam, Cocoyam, Maize, Beans, Soya Beans, OilPalm, Plantain, Bamboo, Basket, Potatoes and Cotton
Olorunda	Igbona	191,674	Gravel, Molybdonite	Cashew, Pineapple, Citrus, Cassava, Yam, Cocoyam, Maize, Beans, Soya Beans, OilPalm, Plantain, Bamboo, Basket, Potatoes and Cotton
Oriade	Ijebu-Jesa	216,032	Sillimanite, Zicon, Ilmenite, Gravel, Molybdonite	Cashew, Pineapple, Citrus, Cassava, Yam, Cocoyam, Maize, Beans, Soya Beans, OilPalm, Plantain, Bamboo, Basket, Potatoes and Cotton
Orolu	Ifon-Osun	149,718	Gravel, Molybdonite	Cashew, Pineapple, Citrus, Cassava, Yam,

				Cocoyam, Maize, Beans, Soya Beans, OilPalm, Plantain, Bamboo, Basket, and Potatoes
Osogbo	Osogbo	226,410	Zicon, Gravel, Molybdonite	Cassava, Maize, Yam

Appendix 3: Briefs on Festivals and other Cultural Heritage in the State of Osun

Osun-Osogbo Festival

It is celebrated in August every year and usually lasts for two weeks. The festival commences with Igopogo, the traditional cleansing of the town from evil; three days after which the Ina Olojumerindinlogun (16-point lamp), a 600-year-old lamp is lit. This is followed by the Iboriade; an event where all the crowns of the past kings of Osogbo or Ataojas are assembled for blessing by the sitting Ataoja of Osogbo, the Arugba, the Yeye Osun, and a Committee of Priestesses.

Susanne Wenger, an Austrian Artist, who later changed her name to Adunni Olorisa when she finally settled in Osogbo, brought fame to the now internationally recognised Osun-Osogbo Festival. She died on January 12, 2009 and was buried in Osogbo.

Iwude Festival, Ilesa

Iwude Festival brings all Ijesa people together; it is a month-long festival, which starts in the palace of the Owa Obokun of Ijeshaland in Ilesa and extends to other parts of Ijeshaland such as Ipole, Ibokun and Ijebu-jesa, before ending where it started, in Ilesa. The festival symbolises unity among the Ijesas. The cultural heritage usually on display at the celebrations include the: Royal Regalia of Kabiyesi Owa-Obokun of Ijeshaland; Royal Beads, Royal Crowns, Royal Umbrella, Royal Walking Stick, Royal Horsetail, Royal Steps, Royal Smiles Royal Dance.

Ori Olokun Festival, Ile_Ife

Ori Olokun is one of the most powerful and dangerous of the Orishas in Osha and Ifa. Its characteristics are found in the depths of the Ocean. The word "Olukun" is a contraction; "Olo" meaning "owner", and "okun" meaning "ocean". Both of these words are the names given to describe a complex convergence of spiritual forces that are key elements in the Ifa concept of fertility.

Olojo Festival, Ile_Ife

Celebration in remembrance of "Lord Ogun", the god of iron, whose representative is believed to be the first son of Oduduwa, progenitor of the Yoruba people. On this day, the Ooni appears after several days of seclusion, communing with the ancestors and praying for his people. This ritual is to make him pure and ensure the efficacy of his prayers. Before the Ooni emerges, women from his maternal and paternal families sweep the palace, symbolically ridding the Palace of evil. The Ooni later appears in public with the Are crown (King's Crown), which is believed to be the original crown used by Oduduwa to lead a procession of traditional chiefs and priests to the Shrine of Ogun.

Opa Oranmiyan, Ile_Ife

The Opa Oranmiyan Staff is made of granite obelisk with iron stud; it is over five meters tall, standing in Moopa area in a fenced wall in Ile Ife. A symbolic tree standing by the staff has some dotted marks, which the custodian says are marks of bullets during the several wars fought by Oranmiyan, who was the last child of Oduduwa. The staff is said to be a war weapon used by Oranmiyan. The Oranmiyan shrine is manned by Chief Eredumi as Chief Priest, who is believed to be the link between the dead and the living. Opa Oranmiyan remains a myth in Ile-Ife

Appendix 4: Development Partners Operating in the State of Osun and Their Intervention Areas

S/N	Names	Areas of Intervention
1	European Union	<ul style="list-style-type: none"> • Partnership Immunisation Efficiency (PRIME) • Water and Sanitation • State and Local Government Reform Project (SLOGOR)
2	UNICEF	<ul style="list-style-type: none"> • Water and Sanitation • Immunisation • Women Empowerment • Adult Education • Nutrition
3	African Development Bank	<ul style="list-style-type: none"> • Rural Water Supply and Sanitation sub Programme
4	World Bank	<ul style="list-style-type: none"> • Youth Employment and Social Support Operation (YESSO) • Rural Access and Mobility Project (RAMP) • Community and Social Development Programme (CSDP) • Third National FADAMA Development Project • Saving One Million Lives Programme for Results (SOMLPforR)
5	French Development Agency	<ul style="list-style-type: none"> • Rural Access and Mobility Project (RAMP)
6	DFID	<ul style="list-style-type: none"> • Basic Health Provision Fund
7	Islamic Development Bank	<ul style="list-style-type: none"> • Ilesa Water and Sanitation Project

Source:

Department of International Corporation, Ministry of Economic Planning Budget and Development