

REPORTS OF
STRATEGIC DEVELOPMENT
&
POLICY IMPLEMENTATION
COMMITTEE



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Foreword

Hon. Agboola Ajayi,
Deputy Governor,
Chairman of Committee

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EDUCATION AND TECHNOLOGY

SUBMITTED BY

SUB COMMITTEE ON EDUCATION AND TECHNOLOGY

PROFESSOR AKINBO ADESOMOJU

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Secretary



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EXECUTIVE SUMMARY

The Education and Technology Sub-Committee is one of the twelve sectoral Sub-Committees of the Strategic Development and Policy Implementation Committee which was inaugurated by the Governor-Elect of Ondo State on 29th December, 2016. The Education and Technology Sub-Committee is responsible for the development a Sectoral Policy and Programme document for the education sector.

Education is acknowledged as the bedrock of development. There can be no meaningful development without a well-articulated and implemented educational programme. One of the items in the five-point agenda of the Governor-Elect of Ondo State is the promotion of functional education and technological growth.

The standard and quality of education in Ondo State used to be very high, based on the excellent performance of students of the State at primary and secondary levels of education. Unfortunately, the standard of education began to fall by the mid-1980s. Analysis of the performance of candidates in Ondo State who sat for the West African Senior School Certificate Examinations (WASSCE) between 1999 and 2015 shows that on the average less than 30% of them obtained credit in five subjects, including English Language and Mathematics.

Ondo State Government currently owns 1,268 Primary Schools, 300 Secondary Schools, 6 Technical Colleges, 1 Polytechnic and 3 Universities. In addition, the State has 4,207 Private Nursery and Primary Schools, 320 private Secondary Schools, 3 Private Technical Colleges, 1 Private Monotechnic and 2 Private Universities.

Some of the factors which have contributed to the general decline in the level of education include the following:

- Inconsistent government policies and inadequate implementation of legal frameworks;
- Low level of education financing by Government;
- Poor supervision and inspection of schools;
- Poorly trained teachers and lack of adequate capacity building;

- Low morale among teachers currently exacerbated by non-payment of salaries for months;
- Highly distorted deployment of teachers in primary and secondary schools resulting in overconcentration of teachers in urban areas;
- Poor learning environment filled with dilapidated structures;
- Inadequacy of instructional materials;
- Policy of mass promotion of pupils and students (at primary and secondary levels) which discourages hard work, motivation and excellence;
- Frequent industrial strikes by teachers and students (particularly at the tertiary level) and generally poor attitude to work;
- Poor attitude of parents towards the provision of learning materials for their children including the general welfare of their children;
- Government take-over of schools owned by religious bodies and organisations
- Cancellation of the boarding system;
- Decreasing interest in education, truancy by students/pupils, progressively declining societal values and increasing level of moral decadence;

Inadequate involvement of some important stakeholders such as parents, local communities, faith-based organisations, community-based organisations, private organisations, high net-worth individuals etc. in the provision of facilities for educational institutions in the State

It is therefore obvious from above that revamping the standard of Education in Ondo State requires the involvement of all stakeholders with the State Government firmly in the driver seat.

SECTION 1 INTRODUCTION

1.1 Constitution of the Sub-Committee on Education and Technology

The Governor-Elect of Ondo State, Barrister Odunayo Oluwarotimi Akeredolu (SAN) inaugurated the Strategic Development and Policy Implementation Committee on Thursday, 29th December 2016 at St. Thomas' Events Centre, Isinkan, Akure. The main responsibility of the Strategic Development and Policy Implementation Committee is to develop a detailed sectoral policy and programme document to guide his Government towards effective service delivery and purposeful tenure. The Education and Technology Sub-Committee is one of the twelve sectoral Sub-Committees of the Strategic Development and Policy Implementation Committee. The Education and Technology Sub-Committee is responsible for the development of a sectoral policy and programme document for the education sector.

1.2 Membership

Professor Akinbo Adesomoju	-	Chairman
Professor Lillian Salami	-	Member
Dr. Oluwasegunota Bolarinwa	-	Member
Mr. Festus Adefiranye	-	Member
Mr. Fred Akintunwa	-	Member
Mrs Margaret Atere	-	Member
*Mrs Mobolaji Johnson	-	Member
Mrs. Omolade Oludare	-	Member
Pastor S. O. Enikuomihin	-	Member
Princess Oladunni Odu	-	Member
Professor Sunday Amuseghan	-	Member
Professor Christopher Aboluwoye	-	Member
Professor E. Adewale	-	Member
Professor W. O. Ibukun	-	Member

Mr. Yinka Akinola	-	Member
Mrs. Yinka Aruwajoye	-	Member
Mr. Babajide Akeredolu	-	Secretary

*It should be noted that this member did not attend any of the meetings of the Sub-Committee.

1.3 Terms of Reference

The terms of reference of the Education and Technology Sub-Committee are to:

- Assess the current state of Education and Technology in Ondo State
- Identify the constraints impeding good quality of education.
- Suggest strategies for revamping the educational system.
- Make appropriate recommendations.
- Prepare a detailed sectoral policy and programme document on education and technology for the Governor-Elect.

1.4 Procedure Adopted by the Sub-Committee

The Sub-Committee adopted the following procedure:

1.4.1 Holding of Meetings

The Sub-Committee held a total of six meetings in addition to several others held by panels of the Sub-Committee. The meetings were held at Parklane Hotel, Akure.

1.4.2 Acceptance of Memoranda

The Sub-Committee received and considered memoranda from the following:

- The management of Adekunle Ajasin University, Akungba-Akoko
- The management of Ondo State University of Science and Technology, Okitipupa
- The management of University of Medical Sciences, Ondo
- National Parent Teacher Association of Nigeria, Ondo State Chapter

- National Association of Proprietors of Private Schools, Ondo State Chapter
- Mr D. O. Ologun, an Akure based Chartered Accountant
- ASUU, Adekunle Ajasin University Akungba-Akoko Chapter
- ASUU, Ondo State University of Science and Technology Chapter

1.4.3 Interviews

The Sub-Committee also granted audience to some stakeholders who requested to address members. Among these were:

- Chairman and Secretary of National Parent Teacher Association, Ondo State Chapter
- Mr D. O. Ologun
- Some instructors from Skill Acquisition Centre, Akure

1.4.4 Collection of Relevant Data

Some members of the Sub-Committee visited Ministry of Education (MOE), Teaching Service Commission (TESCOM), State Universal Basic Education Board (SUBEB) and some schools in Akure to collect data on status of education in Ondo State.

1.5 Limitation

The Sub-Committee encountered some challenges during the process of obtaining information from relevant Government Agencies (MOE, TESCOM, and SUBEB) in Akure. Data obtained on educational status on Ondo State appeared to be inadequate because data from MOE, TESCOM and SUBEB were often inconsistent.

1.6 Preamble on State of Education in Ondo State.

Education is acknowledged as the bedrock of development. In the present knowledge based and globalised economy, development of human resources is a vital requirement for national development. There can be no meaningful development without a well-articulated and implemented educational programme.

One of the items in the five-point agenda of the Governor-Elect of Ondo State is the *promotion of functional education and technological growth*. This item, as a matter of fact is the fulcrum on

which the other four items in the five-point agenda rest. Qualitative education is a vital requirement to produce the skill-base for the socio-economic development of Ondo State and the nation.

Education is on the concurrent legislative list and Section 18 of Chapter II of the constitution (1999 as amended) of the Federal Republic of Nigeria contains the national education objectives which are that:

- Government shall direct its policy towards ensuring that there are equal and adequate educational opportunities at all levels.
- Government shall promote science and technology
- Government shall strive to eradicate illiteracy; and to this end Government shall **as and when practicable** provide
- free, compulsory and universal primary education;
- free secondary education;
- free university education; and
- free adult literacy programme.

Ondo State was created on 3 February 1976 from the former Western State of Nigeria. It originally included what is now Ekiti State, which was carved out in 1996. Ondo State has an area of 15,500 square kilometres and an estimated population of 3,011,407. The administrative headquarters of the State is Akure. There are 18 local government areas (LGAs) namely; Akoko North-East, Akoko North-West, Akoko South-East, Akoko South-West, Akure North, Akure South, Ese Odo, Idanre, Ifedore, Igbara-oke, Ilaje, Ile Oluji/Okeigbo, Irele, Odigbo, Okitipupa, Ondo East, Ondo West, Ose and Owo.

Education was generally regarded as the main industry of Ondo State because of the great importance that was placed on the acquisition of education in the past by the people of the State. The standard and quality of education in Ondo State used to be very high, based on the excellent performance of students of the State at primary and secondary levels of education. Unfortunately, the standard of education began to fall by the mid-1980s. This is reflected in the performance of candidates in Ondo State who sat for the West African Senior School Certificate Examinations

(WASSCE) between 1999 and 2015 which shows that on the average less than 30% of the candidates obtained credit in five subjects, including English Language and Mathematics (Table 2.2).

Ondo State Government currently owns 1,268 Primary Schools (including 50 Mega Schools), 304 Secondary Schools, 5 Technical Colleges, 1 Polytechnic and 3 Universities. In addition, the State has 4,207 Private Nursery and Primary Schools, 320 private Secondary Schools, 3 Private Technical Colleges, 1 Private Monotechnic and 3 Private Universities.

1.7 Factors Contributing to the Decline of Standard of Education in Ondo State

Some of the factors which have contributed to the general decline in the level of education include the following:

- Inconsistent government policies and inadequate implementation of legal frameworks;
- Low level of education financing by Government;
- Poor supervision and inspection of schools;
- Poorly trained teachers and lack of adequate capacity building;
- Low morale among teachers currently exacerbated by non-payment of salaries for months;
- Highly distorted deployment of teachers in primary and secondary schools resulting in overconcentration of teachers in urban areas;
- Poor learning environment filled with dilapidated structures;
- Inadequacy of instructional materials;
- Policy of mass promotion of pupils and students (at primary and secondary levels) which discourages hard work, motivation and excellence;
- Frequent industrial strikes by teachers and students (particularly at the tertiary level) and generally poor attitude to work;

-
- Poor attitude of parents towards the provision of learning materials for their children including the general welfare of their children;
 - Government take-over of schools owned by religious bodies and organisations
 - Cancellation of the boarding system;
 - Decreasing interest in education, truancy by students/pupils, progressively declining societal values and increasing level of moral decadence;
 - Inadequate involvement of some important stakeholders such as parents, local communities, faith-based organisations, community-based organisations, private organisations, high net-worth individuals etc. in the provision of facilities for educational institutions in the State.

It is therefore obvious from above that revamping the standard of education in Ondo State requires the involvement of all stakeholders with the State Government firmly in the driver seat.

SECTION 2 REPORT ON CURRENT STATUS OF EDUCATION

2.1 Basic Education

2.1.1 Overview

Basic Education is the education given to children aged 0-15 and it is subdivided into two sections

1.	Early Childhood education	0-4 years
2.	Formal Schooling.	5-15 years

The government is expected to provide free and qualitative formal education to pupils aged between 5-15 years and the early childhood education is to be handled mainly by the private sector and social development services.

According to the National policy on Education, the philosophy of Education in Nigeria is based on the development of the individual into a sound and effective citizen and the provision of equal opportunities for all citizens of the nation at the basic, secondary and tertiary levels both inside and outside formal school system.

Ondo State currently has 1268 public primary schools including fifty mega schools with an enrolment of 320,455 pupils. The total number of teachers in the government payroll is 10,200 and there are 11,773 classrooms with 205,773 students' furniture and 13,583 teachers' furniture.

Table 1 Distribution of Public and Private Primary Schools and Enrolment per LGEA, as at 2014/2015

S/N	Local Government Education Area (LGEA)	No of Public Primary Schools	Enrolment per LGEA	No. of Private Primary Schools	Enrolment per LGEA
1	Akoko North-East	48	10,948	15	15,847
2	Akoko North-West	58	11,699	17	23,194
3	Akoko South-East	24	5,271	6	9,907
4	Akoko South-West	53	14,473	26	16,335
5	Akure North	50	12,475	20	3,986

6	Akure South	80	33,357	194	26,673
7	Ese-Odo	68	22,372	2	9,760
8	Idanre	71	14,154	27	7,276
9	Ifedore	48	11,569	19	13,014
10	Ilaje	100	33,550	6	34,333
11	Ile-Oluji/Okeigbo	79	17,227	19	13,014
12	Irele	62	18,908	17	21,596
13	Odigbo	100	22,515	78	23,994
14	Okitipupa	87	28,712	45	32,416
15	Ondo East	49	8,074	11	5,516
16	Ondo West	104	27,847	105	32,923
17	Ose	54	9,089	14	9,904
18	Owo	83	18,188	24	20,038
Total		**1,218	320,455	645	317,519

* (ECD) = 54,644; (PRIMARY) = 265,811

** This figure excludes the data for the Mega Schools.

Table obtained from paper titled “The Challenge of Achieving Educational Excellence in Ondo State” delivered by Professor Ladipo Adamolekun at the invitation of Ondo State Public Sphere, Akure on Thursday, November 5, 2015.

It can be noticed from Table 2.1 that pupil enrolment in public primary schools in Ondo State is basically at par with enrolment in private primary schools.

2.1.2 Challenges Facing Education at Basic Level in Ondo State.

The factors responsible for the declining standard of primary education in Ondo State include the following:

- Inconsistent government policies and inadequate implementation of legal frameworks;
- Low level of education financing by Government;
- Poor supervision and inspection of schools;
- Poorly trained teachers and lack of adequate capacity building;
- Low morale among teachers currently exacerbated by non-payment of salaries for months;
- Highly distorted deployment of teachers in primary schools resulting in overconcentration of teachers in urban areas;
- Poor learning environment filled with dilapidated structures;
- Inadequacy of instructional materials;
- Policy of mass promotion of pupils which discourages hard work, motivation and excellence;
- Proliferation of illegal private primary schools;
- Poor attitude of parents towards the provision of learning materials for their children including the general welfare of their children;
- Decreasing interest in education, truancy by pupils, progressively declining societal values and increasing level of moral decadence and
- Inadequate involvement of some important stakeholders such as parents, local communities, faith-based organisations, community-based organisations, private organisations, high net-worth individuals etc. in the provision of facilities for primary schools in the State.



Figure 1 A Dilapidated Primary School Building

2.1.3 Suggested Corrective Measures for Basic Education

The design of a roadmap can be divided into three sections

- Short term measures. **0-12 months** (palliative)
- Medium term measures. **12-24 months** (strategic measures)
- Long term measures. **24 months and above**

2.1.3.1 Short Term Measures.

- The state government should organize an education summit involving all relevant stakeholders in the education sector. This will help the government to update the people about the state of education in the state and ways of reversing the declining trend.
- The state government should pay the counterpart fund in order to access about **3.6 billion naira** that has not been accessed from UBEC. This will help in funding of the various renovation and construction work that should be undertaken by the government.
- Further recruitment of primary school teachers should be strictly on local government basis and such teachers should be retained in those local governments for a minimum of five years. All the newly recruited teachers must be made to sign an undertaking.

- The Quality Assurance Agency of the state should be mandated to monitor both public and private primary schools in the state with special emphasis on rural schools.
- Immediate cancellation of mass promotion of students.
- There should be immediate redistribution of teachers in order to correct the uneven distribution of teachers across the state.
- Schools should be graded and the ratio of teacher to students should not be more than 1:35
- Commencement of renovation of nine primary schools per local government per year and building of additional classrooms and provision of furniture as required.
- Provision of textbooks in core subjects.
- Capacity building of teachers through training and retraining.
- Resuscitation of neighbourhood inspectorate scheme whereby identified competent retired teachers are appointed as inspectors. This will complement the efforts of other agencies saddled with the responsibility of monitoring teachers.

2.1.3.2 Medium Term Measures

1. There should be synergy between SUBEB and State ministry of agriculture in order to fashion out a good agricultural policy for the various schools in line with national agricultural policy.
2. Continuation of training and retraining of teachers. This will go a long way in enhancing the capacity building of the teachers.
3. Employment of science and technology teachers who will be made to teach at primary school level and they must be motivated with special allowance.
4. Provision of simple science kits to all primary schools in the state.
5. Provision of potable water and good toilet facilities in all primary schools.
6. Continuation of renovation of schools and building of more classrooms/furniture as required.

7. Comprehensive inspection of primary schools to be conducted by monitoring agencies.
8. Continuation of provision of textbooks in core subjects.

2.1.3.3 Long Term Measures

1. Fencing of all primary schools in the state to prevent encroachment, provide security and minimise truancy.
2. Continuation of complete renovation of nine schools per local government every year for the next four years.
3. Continuation of construction of 3,4,6 classrooms in some selected schools across the state as required in order to replace classrooms that are beyond repairs.
4. Continuation of comprehensive inspection of primary schools to be conducted by the monitoring agencies.
5. Training and retraining of teachers for capacity building.
6. Continuation of provision of textbooks in core subjects.

2.1.3.4 General Measures

- The Mega school initiative should be reviewed so as not to turn the schools into elitist schools. Functional Mega schools should be retained; however there should be downward review of maintenance fees being paid by the students from 3,000 Naira per term to 1,000 naira per term.
- Some of the Mega schools that are underutilized should be converted to skill acquisition centres and enterprise development centres.
- All schools for the physically challenged should have skill acquisition centres in order to equip the pupils with lifelong skills.
- Efforts should be made to provide social amenities in the rural areas so as to make living in rural areas attractive, this in turn will lead to retention of teachers in the rural schools.
- Each primary school should have at least seven teachers.

- There must be qualified basic science teacher in every school that should not be attached to any class.
- Art, Craft and Technical education should be introduced to primary schools.
- Sporting activities should be made mandatory.
- Government should ensure that underutilized mega schools are properly utilized.
- State government should financially empower LGEA so that they can effectively carry out their statutory functions as regards primary schools.
- Head teachers should be encouraged to teach.
- The state government should access UBEC fund and UBEC guidelines must be followed.
- Government should encourage PTA, Alumni associations, wealthy individuals and other relevant bodies to assist in funding development in schools.
- Efforts should be intensified to generate funds for Education Endowment Fund and resources so realized should be exclusively utilized for statutory functions.

2.2 Secondary/Technical/Vocational Education

The secondary school system in Ondo State is characterized by a number of problems resulting in the observed below average performance and output from the schools.

Inadequate funding of secondary schools is a major factor contributing to the poor standard of secondary education in state schools. It is now an established dictum that Government alone cannot fund education. It would appear that for a long time the potentials of other stake holders in the education sector to provide required funds and support have not been properly tapped. Public-private partnership in the management of secondary education in Ondo State should be enhanced.

Poor quality of students is one of the problems bedevilling secondary schools. It was observed that at present there is a system of mass transition of primary six pupils into the secondary school system. The result is that extremely poor students who are educationally not ready for secondary school education are dumped in this level of education with subsequent poor stock to be managed through the system.

It was also noted that there is an abysmal shortage of learning materials and books in secondary schools while parents and guardians have not been adequately responsible for provision of learning materials for their wards. Only few students have these materials. It is also sad that even for core subjects like English Language and Mathematics; most of the students don't have the required textbooks. It would be an exercise in futility if teachers come to deliver instructions and at least fifty percent of the learners do not have the required materials for learning.

There is a high preponderance of absenteeism in secondary schools. A number of reasons could be responsible for this tendency. These include stress in trekking to distant schools. Many secondary schools are uninviting and not learner friendly. The incidence of cultism is on the increase. The school environment appears to be danger zones and risk locations for students and staff.

Perhaps one of the banes of effective instructional delivery in secondary schools in Ondo State is the irregular and haphazard implementation of the national curriculum on each subject in schools. The conception and perception of the curriculum, objectives and analysis of content in the subjects should to a large extent be uniform. It was also noted that many students fail to select the appropriate subject combinations.

It is surprising that although the student-teacher ratio for Ondo State is about 1:31, yet, the reality is that there is a situation of surplus teachers in specific urban locations and concurrent shortages of teaching personnel in rural and difficult areas. Thus, while teachers are being under-utilized in some urban locations due to the agglomeration of teachers, other secondary schools are starved of teaching staff.

There is high concern for the present quality of teachers in Ondo State secondary schools. This is complicated by the type of training received from the teacher-preparatory institutions.

A visit to secondary schools in Ondo State revealed the dismal state and disrepair of the infrastructures in these schools. In some cases, the roofs of school buildings have been blown off by storm without repair. Classroom floors are not concreted; furniture is a luxury. Under such poor school environment, teaching/learning becomes uninviting, unbearable, cumbersome and unattractive.

One of the identified factors of the poor performances and consequent ineffectiveness of the secondary schools is the annual mass promotion of students.

Specific time should be allocated on the time table as ‘library time’ to improve reading culture among students. This should be strictly monitored.

Regulations governing the establishment of Private Schools should be enforced while appropriate levies should be paid to government to enhance revenue generation.

The Bill establishing the office of Tutor General and other zonal officers has not been gazetted and seven out of nine Tutors-General had left due to retirement.

Performances of students in secondary schools in Ondo State are worrisome. For instance, the average pass with a minimum credit grade in 5 subjects including English and Mathematics in the past seven years (2010-2016) in WASSCE had been around 30 percent (Table 2.2) except in 2016 when there was a remarkable improvement. The improvement in the 2016 results is apparently due to the introduction in 2015 of qualifying examination for promotion from SSII to SSIII. Only students with credit level passes in a minimum of 5 subjects (including English Language and Mathematics) were promoted to SSIII. There was therefore an obvious improvement in the quality of students who sat for WASCE examination in the State in 2016 resulting in a dramatic improvement in performance.

Table 2.2 also indicates that the pupil/teacher ratio in secondary schools in Ondo State has been quite good at about an average of 1:24. However this average ratio is grossly misleading because there is a skewed deployment of teachers in the State in favour of urban areas. Many rural schools have pupil/teacher ratios as high as 1:70.



Figure 2: An example of a Dilapidated School beside (Top right) a new Mega School (Left and Bottom Right)

Table 2 **Data on Ondo State Secondary Schools: 2010 - 2016**

Year	2010	2011	2012	2013	2014	2015	2016
Number of Schools	299	300	302	304	304	304	304
Enrolment	256,259	220,048	244,712	250,156	221,433	234,395	234,395
Number of Teachers	11,037	10,431	10,250	10,198	9,955	9,548	9,468
Pupil/Teacher Ratio	1:23	1:21	1:24	1:24	1:22	1:25	1:25
WASCE Performance (Credit in Five subjects including Maths & English)							
Number Released	22,964	27,071	24,481	27,243	22,703	27,209	34,876
Number that Passed	6,928	8,438	9,482	8,150	5,354	5,951	23,607
Percentage Passed	30	31	39	30	30	22	67.7

SOURCE: Adapted from MOE/PR & S/EMIS paper 05-01-2017

In order to have a comprehensive view, opinion and suggestions on education in Ondo State, there should be an education summit to discuss the state of education in the state in all its ramifications.

2.2.1 Challenges Facing Secondary/Technical Education in Ondo State

- Inconsistent government policies and inadequate implementation of legal frameworks;
- Low level of education financing by Government;
- Poor supervision and inspection of schools/ weak enforcement of regulations /policies
- Poorly trained teachers and lack of adequate capacity building;
- Haphazard implementation of the Curriculum
- Low morale among teachers currently exacerbated by non-payment of salaries for months;
- Highly distorted deployment of teachers in secondary schools resulting in overconcentration of teachers in urban areas;
- Poor learning environment filled with dilapidated structures;
- Inadequacy of instructional materials;
- Poor stock of students in secondary schools
- Policy of mass promotion of students which discourages hard work, motivation and excellence;
- Frequent industrial strikes by teachers and students and generally poor attitude to work;
- Poor attitude of parents towards the provision of learning materials for their children including the general welfare of their children;
- Government take-over of schools owned by religious bodies and organisations
- Cancellation of the boarding system;
- Decreasing interest in education, truancy by students/pupils, progressively declining societal values and increasing level of moral decadence;
- Inadequate involvement of some important stakeholders such as parents, local communities, faith-based organisations, community-based organisations, private organisations, high net-worth individuals etc. in the provision of facilities for educational institutions in the State.

- Poor reading culture
- Poor record keeping in Schools
- Poor state of Technical College

Table 3 Suggested Corrective Measures for Secondary/Technical Education

Challenges	Short term intervention	Medium term intervention	Long term intervention
Poor stock of students in secondary schools	Mass transition of primary six pupils into secondary schools should be discontinued.	Continuation of policy on placement based on performance	Continuation of placement of students in secondary schools based on performance
	Placement of students in secondary schools should be strictly based on performance		
	Pupils who are not placed in secondary schools based on poor entry performance should be mandated to repeat primary six.		
Shortage of relevant learning materials and books.	Provision of recommended text books to libraries at least in core subjects of English and the STEM fields – Science, Technology, Engineering and Mathematics.	Continuation of short term measures	Continuation of medium term measures
	Provision of computers set in schools to improve digital literacy.		
	Old students, PTA, and other stake holders should be encouraged to supply relevant books to the libraries.		
Truancy in Schools.	Students should be advised to attend schools in their neighbourhood.	Continuation of short term measures	Continuation of medium term measures
	School environment should be made attractive through beautification and		

Challenges	Short term intervention	Medium term intervention	Long term intervention
	landscaping.		
	Class size should be based on carrying capacity with a maximum of 35 students per classroom.		
Cultism	Identified cultists should be expelled from schools	Continuation of short term measures	Continuation of medium term measures
	Effective clubs and societies in schools.		
	Vibrant extra-curricular activities in schools.	The Guidance and Counselling Units in schools should be strengthened and made effective.	
		Commencement of fencing of schools in the State.	
Haphazard implementation of the Curriculum	Mandate to Quality assurance agency to monitor public and private schools.	Continuation of short term measures	Continuation of medium term measures
	Uniform schemes of work on subjects should be provided for schools.		
	Career counselling particularly in the choice of subject combination should be provided for students.		
	Diaries and records of work to be monitored by the school managers termly		
Lop-sided distribution of teachers/posting of teachers.	Immediate redistribution of teachers.	Continuation of short term measures	Continuation of medium term measures

Challenges	Short term intervention	Medium term intervention	Long term intervention
	Recruitment of teachers for schools in rural areas in identified subject areas. Recruited teachers to serve at least five years in their locality with bond.		
	Incentives should continue to be provided for teachers in rural/difficult areas.		
	Upward review of allowances for science teachers, V/ Ps and principals.		
Poor Quality Teachers	Training and retraining of teachers should be intensified.	Continuation of short term measures	Continuation of medium term measures
	Support for Teachers attendance of Association Conferences /Seminars/ Workshops.		
	Review of the process of recruitment of teachers.		
Dilapidated Structures	Commencement of systematic and complete renovation of schools at least two secondary schools per local government yearly should be embarked upon.	Continuation of short term measures	Construction of 3,4,6 classrooms in some selected schools across the state in order to replace classrooms that are beyond repairs.

Challenges	Short term intervention	Medium term intervention	Long term intervention
Mass Promotion of students	Immediate cancellation of mass promotion of students.	Continuation of short term measures	
	Promotion of students should be based on good performance and satisfactory results (5 credits including English & Mathematics)		
Management/Supervision structures.	Review of Teacher Student ratio to no more than 1:35.	Continuation of short term measures	Continuation of medium term measures
	Functional Schools-Based Management Committee (SBMC) should be put in place in all schools.		
	Immediate appointment of neighbourhood inspectors		
	Gazetting of Bill establishing the office of Tutor General and other zonal officers.		
	The Tutor General must live within the zone of jurisdiction for effective supervision.		
	The SBMC should perform the function of Examination Ethics and Disciplinary Committees in the schools.		
	Visiting supervisory officials should make it mandatory for schools to keep important school records.		
	Re-introduction of Boarding school system to be fully run by PTA or other external organizations.		

Challenges	Short term intervention	Medium term intervention	Long term intervention
Indiscipline	Functional school disciplinary committee.	Merit award to disciplined students termly e.g. punctuality, neatness, honesty, etc.	Reward and punishment book should be kept by schools.
	Rules and regulations of schools should be displayed.		
Partnership with other stakeholders.	Continuous collaboration with private organisations, alumni, PTA, manufacturing firms etc.	Continuation of short term measures	Continuation of medium term measures
Reading Culture	Specific time should be allocated on the time table as 'library time' to improve reading culture among students. This should be strictly monitored	Continuation of short term measures	Continuation of medium term measures
	All schools must have a library.		
Poor funding	Running Grants should be reintroduced and reviewed upwards in schools.	Continuation of short term measures	Continuation of medium term measures
	The PTA levy should be reviewed upwards.		
Enforcement of Regulations /Policies	Enforcement of PTA and SBMC constitution.	Continuation of short term measures	Continuation of medium term measures
	Enforcement of rules guiding establishment of private schools.		

Challenges	Short term intervention	Medium term intervention	Long term intervention
Poor State of the Technical Colleges.	Improve staff strength particularly Higher Technical Instructors and workshop Assistants.	Establishment of linkages between the universities, polytechnic and the technical colleges for effective and efficient programme implementation and service delivery.	Assist the colleges through adequate funding so that they would be upgraded as entrepreneurial centres for skill acquisition and revenue generation.
	Renovation of all secondary Technical Schools including upgrading and equipping.		
	Assist the colleges through adequate funding so that they would be upgraded as entrepreneurial centres for skill acquisition and revenue generation.	Renovate and staff the Education resource centre at Ayedun Quarters, Akure to serve as an effective technical and science equipment production centre for the state.	
	Upgrade obsolete equipment in all the centres.		

2.2.2 Specific Information on Technical Education.

Although Technical Education has been treated under Secondary Education above, it is still necessary to present some additional information which are specific for Technical Education. Tables 2.3 and 2.4 give information on student enrolment and available courses in the five public Technical Colleges in Ondo State.

Table 4 **Student Enrolment in Ondo State Technical Colleges (2011/2012 – 2014/2015 Sessions)**

Name of School:	Student Enrolment for 2011/2012			Student Enrolment for 2012/2013			Student Enrolment for 2013/2014			Student Enrolment for 2014/2015		
GTC	M	F	T	M	F	T	M	F	T	M	F	Total
Owo	734	94	828	753	89	842	741	82	823	717	50	767
Okitipupa	313	94	407	337	73	410	286	33	319	189	27	216
Idanre	232	32	264	260	56	316	209	40	249	164	71	235
Oka	260	49	309	302	54	356	266	44	310	165	39	204
Okeigbo	331	44	375	317	34	351	279	27	306	244	30	274
Total	1,870	313	2,183	1,969	306	2,275	1,781	226	2007	1,479	217	1,696

It can be noticed from Table 2.3 that student enrolment in the five technical colleges in Ondo State has declined from a total of 2,183 in 2011/2012 academic session to 1,696 in 2014/2015 session. This is apparently due to the general impression that the technical colleges are meant for academically weak students who cannot cope with regular secondary school education. The technical colleges are therefore not attractive to students. The impression of inferiority is reinforced by the fact that the current policy on education actually entails that students who cannot proceed from JSS III to SSS I should be streamed to Technical Colleges. There is need to sensitise parents and pupils/students about the importance of technical education and the major role it plays in the development of required skill base. It is suggested that technical colleges should run a 6-year programme like regular secondary schools with entrance examinations conducted for interested Primary Six pupils who have a flare for technical education.

Most of the facilities in the Technical Colleges are run down and need to be replaced. Suggested renovation of secondary schools should also include Technical Colleges.

Table 2.4 indicates courses that are currently on offer in each of the five Technical Colleges in Ondo State. There is need to modernise the curriculum. It should be noted that a sixth public Technical College which was established and equipped by Ondo State government in Aiyetoro in Ilaje Local Government in 2008 has not been commissioned up till date. The facilities should not be allowed to depreciate. Recruitment of staff and admission of students to the college should commence as soon as proper appraisal of the state of the institution is conducted.

Table 5 **List of Ondo State Technical Colleges and Courses Available at GTCs**

S/No.	Courses	Government Technical Colleges			Innovation Centres	
		Owo	Okitipupa	Idanre	Oka-Akoko	Okeigbo
1.	Agricultural Equipment and Implement Mechanics	x	x	x		
2.	Computer Craft Studies	x	x	x	x	x
3.	Electrical Installation and Maintenance	x	x	x	x	x
4.	Electronic Works	x	x	x		
5.	Fabrication and Welding	x	x	x	x	
6.	Instrument Mechanics	x	x	x		
7.	Mechanical Engineering Craft Practice		x		x	
8.	Refrigeration and Air-Conditioning	x	x			
9.	Motor Vehicle Mechanics	x	x			
10.	Carpentry and Joinery/Furniture Craft	x	x	x		x
11.	Draughtsmanship		x			x
12.	Block-laying, Brick-laying and Concreting	x	x		x	x
13.	Painting and Decoration	x	x			x
14.	Plumbing and Pipe-Fitting	x	x			x
15.	Catering Craft Practice		x	x	x	
	Total	12	15	8	6	7

2.2.3 Skill Acquisition Centres

There are 28 skill acquisition centres spread across the state. Majority of the skill acquisition centres only engage in traditional trades or traditional ways of acquiring skills. There is lack of suitable accommodation in all but 9 of the 28 Skill Acquisition Centres; Owo, Ondo, Oke-Igbo, Kudirat-Abiola, Akure, Ipe-Akoko, Ikun and Afo. Trainers are not oriented to focus on marketable products to meet market demands. There is lack of uniform curriculum for all the centres. The part-time instructors are not properly motivated. There is need for upward review of their allowances as well as capacity building for them.

In a report given to the Government in 2012 on Technical, Trade and Vocational Education, a list of problems with the Skill Acquisition Centres were given and are summarized below

Challenges	Suggested Solutions
Lack of suitable accommodation in most of the Centres	Provision of suitable accommodation to house the Centres
Need to include modern skills	Modern skills should be included in the curriculum as indicated below
Poor quality of instructors	Human capital development.
Absence of linkages	Linkage with labour market
Poor remuneration to instructors	Enhancement of remuneration to instructors.
Absence of guidance and counselling unit	Recruit guidance counsellors.
Inadequate capacity building	Training and retraining of staff.
Obsolete equipment	Purchasing of new equipment and collaborations with donor agencies
Lack of funds for teaching materials and consumable materials	Students are to pay resource tuition.
Inadequate staff and workshop assistants	Recruitment
Dilapidated structures	Renovation.
Broken down monitoring vehicles	Repair/purchase new vehicle.
Poor perception	Sensitization and re-orientation of the public towards skill acquisition.

There is a need to include additional skills. It is recommended that the following skills be introduced.

1. Photography and screen printing
2. I.C.T.
3. Facilities Maintenance Technology
4. Mechatronics
5. Electronics
6. Leather work/Shoe making/Bag making

-
7. Aluminium/Glass cutting
 8. Tiling and stone work
 9. POP and PVC/Cement casting

Table 6 Available Skills at the Skill Acquisition Centres.

Courses	Ikare	Arigidi	Oba Akoko	Ipe Akoko	Iju	Akure	Ago Ireti	Igbekebo	Idanre	Ijare	Igbokoda	Okeigbo	Irele	Odigbo	Okitipupa	Bolorunduro	Ondo	Ifon	Owo	Approved Sch.	Oba Ile	Ikakunmo Akoko	Afo	Prospect High	Adofure	Psychiatric	Ikun-Akoko	Ogbagi-Akoko
Fashion Designing & Hat Making																												
Catering Services (6 months)																												
Soap, Tie & Dye (6 months)																												
Food Processing (6 months)																												
Cloth Weaving (1 year)																												
Chalk Making (1 year)																												
Fish Farming/Net Making (1 year)																												
Wood Work (1 year)																												
Block Layering/Concrete																												

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2.2.4 Mass Literacy Programme.

There are 609 Adult Education Centres in the State. Each Ward has 3 Adult Education Centres. The rate of illiteracy in Ondo State needs to be minimised. These centres have graduated 10,091 students since its inception. This is a good programme that should be strengthened and instructors' allowances should be reviewed upwards. There is also need for capacity building for the instructors through training and retraining.

2.3 Tertiary Education

There are four state owned tertiary educational institutions in the State which are:

- Adekunle Ajasin University, Akungba-Akoko (AAUA)
- Ondo State University of Science and Technology, Okitipupa (OSUSTECH)
- University of Medical Sciences, Ondo (UNIMED)
- Rufus Giwa Polytechnic, Owo (RUGIPOLY)

2.3.1 Existing Data on Tertiary Institutions.

Adekunle Ajasin University, Akungba-Akoko.

1. Number of Existing Faculties and Departments

- (i) Faculty of Arts has 7 Departments
- (ii) Faculty of Agriculture has 6 Departments
- (iii) Faculty of Education has 8 Departments
- (iv) Faculty of Law has 4 Departments
- (v) Faculty of Science has 9 Departments
- (vi) Faculty of Social and Management Science has 8 Departments
- (vii) **Postgraduate School**
- (viii) **Centres/Department (Technical/Administrative Units)** - **25**

(ix) **Staff:**

(a) Number of Academic Staff	-	425
(b) Number of Non-Teaching Staff	-	923
Total	-	1348

(x) **Students**

(a) Number of Full-Time Students

Male	-	8774
Female	-	6916
Total	-	15,690
(b) Number of Part – Time Students	-	5,000
Grand Total	-	20,690

Funding: Last Subvention received from Government was in May 2016. The University was thereafter able to pay workers 'net salary up to October 2016 from IGR. The University is currently indebted to several service providers and suppliers.

Ondo State University of Science and Technology, Okitipupa

1. Number of Existing Faculty and Departments

(a) Faculty of Science has 8 Departments

2. (a) Academic Staff	-	57
(b) Senior Non-Teaching & Junior Staff	-	316
Total	-	373
3. Number of Students	-	1336 (male & female)
4. Budget: No funding		

University of Medical Sciences, Ondo**Proposed Faculties and Departments**

- (a) Basic Medical Science has 3 Departments
- (b) Basic Clinical Science has 4 Departments
- (c) Clinical Science has 9 Departments
- (d) Dentistry has 5 Departments
- (e) Allied Health Science has 2 Departments
- (f) Pharmacy has 6 Departments
- (g) Public Health has 8 Departments

Number of Academic Staff	-	49
Number of Senior Non-Teaching and Junior Staff	-	121
Total	-	170
Number of Students (Male and Female)	-	646

Funding: The University had a positive balance of N155,741,714 in its accounts as at December 31, 2015

Rufus Giwa Polytechnic, Owo**Existing Faculties/ Schools:**

- Engineering Technology has 5 Departments
- Environment studies has 7 Departments
- Applied Science has 6 Departments
- Social Science & Communication Skill has 3 Departments
- Agriculture Technology has 4 Departments
- Business studies has 6 Departments

Student Population (Regular) Programmes

(a) ND Full Time	-	5,597
(b) HND Full Time	-	3,368
Sub Total	-	8,965

Student Population (Part-Time) Programmes

(a) ND Full Time	-	394
(b) HND Full Time	-	362
Sub Total	-	756
Grand total	-	9,721

Staff:

(a) Academic Staff and Non-Teaching Senior Staff	-	1060
(b) Junior Staff	-	715
Total	-	1,775

2.3.2 Challenges Facing Tertiary Education in Ondo State

The following are the principal challenges facing tertiary education in Ondo State:

- Poor Funding
- Incessant strikes resulting in irregular academic calendar
- Inadequate infrastructures e.g. lack of standard and functional laboratories, ICT facilities etc.
- Abandoned projects in some institutions.
- Inadequate staff quarters and students' hostels.
- Cultism and unethical behaviours
- Irregular payments of emoluments
- Inadequate capacity building of staff for optimal service delivery.
- Undue political interference in the management of the institution

2.3.3 Suggested Corrective Measures

Short term	Medium term	Long term
Visitations to all the tertiary institutions to assess the status of each of them. Implementation of reports of visitations.	Continuation of implementation of reports of Visitation Panels	Completed
Improved funding to enable the institutions improve infrastructure and pay outstanding emoluments and bills.	Effort should be put in place to ensure the accreditation of all courses in all the institutions	Continuation of adequate funding of the institutions
Institution should put in place effective machinery to access outstanding TETFUND	Continuation of effective strategies to access TETFUND	Continuation of effective strategies to access TETFUND
Efforts should be made to complete all abandoned projects	Continuation of efforts to complete all abandoned projects	Continuation of efforts to complete all abandoned projects
The academic programmes of Rufus Giwa Polytechnic should be reviewed to justify 70 – 30 ratio in favour of science and technology.	Continuous monitoring of academic programmes of Rufus Giwa Polytechnic to ensure 70 - 30 ratio in favour of science and technology	Continuous monitoring of academic programmes of Rufus Giwa Polytechnic to ensure 70 - 30 ratio in favour of science and technology
Construction of new hostels to make campus life comfortable and disciplined with active involvement of Public Private Partnerships.	Continuation of construction of new hostels.	Continuation of construction of hostels in the institutions
Construction of adequate staff quarters in all the institutions.	Continuation of construction of staff quarters in all the institutions	Continuation of construction of staff quarters in all the institutions
Concerted efforts should be made to curb cultism and other anti-social behaviours in all the tertiary institutions	Continuation of concerted efforts to curb cultism and other anti-social behaviours in all the tertiary institutions	Continuation of concerted efforts to curb cultism and other anti-social behaviours in the institutions
Establishment of synergy between tertiary and secondary institutions in the State for appropriate relevant manpower development	Consolidation of synergy between tertiary and secondary institutions in the State for appropriate relevant manpower development	Continuation of synergy between tertiary and secondary institutions in the State for appropriate relevant manpower development
Harmonization of salary structure and retiring age in all the tertiary institutions in line with federal government policy.	Completed	Completed
The management of the tertiary institutions must of necessity increase their IGR.	The tertiary institutions should establish active Advance Centres for raising funds.	Continuation of medium term measures.



Figure 3: Abandoned School Facilities at OSUSTECH, Okitipupa



Figure 4: Abandoned Faculty block in Rufus Giwa Polytechnic

2.4 Information Technology in Education

Introduction

Harnessing IT in education is the key to strengthening and facilitating learning and teaching in the 21st century. Digital technologies are everywhere and they are bringing many exciting opportunities for schools, impacting what, where and how education is delivered. For this reason, supporting schools to make the most of new technologies should be a significant part of the mandate of the Ministry of Education. All schools should ideally have access to available technology to provide high quality, high capacity, ultrafast internet access for teaching and learning. Connected classrooms offer today's students and teachers easier, affordable, and faster access to information, teaching and learning resources, peers, experts and the wider community.

Primary and Secondary/Technical Schools

Computer studies have been introduced into the secondary school curriculum. In addition, Computer-based test is being used by the Joint Admission Matriculation Board to conduct unified tertiary matriculation examination (UTME) into tertiary institutions. Other national examination bodies such as the West African Examination Council and National Examination Council are also proposing the use of computer-based test to conduct their senior secondary school certificates. As a result of this, there is a need to introduce Information Technology in all primary and secondary/technical schools so as catch the pupils and students young with the use of the state-of-art technology in education. However, the following challenges face the introduction of information technology in the primary and secondary/technical schools:

- information technology is not taught in the schools
- non-availability of computing infrastructure and where available, they are obsolete and non-functional
- lack of information technology teachers in the primary schools
- Erratic power supply.

It is therefore recommended that government should:

- Audit of all secondary schools to determine the current status of information technology infrastructure in all the schools.
- Upgrade/replace computing infrastructure where they exist.
- Provide at least ten and five computing infrastructure for teaching and learning in at least two secondary schools and nine primary schools respectively in each local government and gradually to all the schools.
- Implement information technology curriculum in the primary schools.
- Ensure at least one information technology teacher is recruited in each of the primary schools who will not be attached to any class.
- Develop computer laboratories for schools to accommodate the computing infrastructure
- In view of epileptic power supply in the nation, generator and or solar power should be provided.
- Provide sustained, high-quality professional development and overall support for teachers to use technology for effective teaching and learning.

Funding:

- Governments at State and LGA levels should strive to provide the bulk of the money for the computing infrastructures and electrical power facilities (generators and solar power/solar inverters)
- Pupils of primary schools and students of secondary/technical schools should be encouraged to pay a levy per session for information technology development.
- Soliciting funding from multiple sources such as private sectors, professional organisations, alumni, donor agencies, community support for technology investment, etc.

Tertiary Institutions

Most of the state-owned tertiary institutions face a lot of challenges as far as information technology infrastructure on their campuses is concerned. The major problems in the tertiary institutions are the:

- huge bandwidth charges
- poor computing and networking infrastructure
- epileptic power supply
- poor administration of computing infrastructure on campuses among others

In view of the above, government should:

- Carry out a review and upgrade/replace the existing computing infrastructure in the computing centre/information technology unit in all the state-owned tertiary institutions
- Provide funding to establish a robust computing infrastructure including solar power/solar inverters and fibre optic for computer networking of the entire campuses
- Provide incubation/information resource centres to support research, innovation and development.
- In addition to the above, where possible, institutions should deal/negotiate directly with the computing and telecommunications service providers

Funding:

- Provision of the appropriate funding by the State government
- Encouragement of students to pay information technology development fees to cater for part of the bandwidth cost.
- Institution should partner with existing telecommunications operators for bandwidth negotiation at a reduced cost.
- Collaboration with the information technology services companies

- Collaboration with publishing houses to build robust digital resources for libraries that can be accessed locally by researchers and students.
- Encouragement of alumni to partner with the institutions in the area of provision of information technology on campuses
- Encouragement of other multiple sources such as donor agencies

Project	Short term	Medium term	Long term
IT in primary schools	Implementation of IT curriculum to commence	Provision of computing infrastructure for nine primary schools per LGA	Provision of computing infrastructure to continue
IT teachers for schools	Recruitment of one IT teacher per primary school to commence on LGA basis	Recruitment of one IT teacher per primary school on LGA basis to continue	Recruitment of one IT teacher per primary school on LGA basis to continue
Provision of electrical power		Provision of electricity power through renewable energy to commence along with the provision of computing infrastructure	Provision of electricity power through renewable energy along with the provision of computing infrastructure to continue
Appraisal		Appraisal of computing infrastructure and IT teachers and the IT programme	Appraisal of computing infrastructure and IT teachers and the IT programme to continue
Auditing of IT infrastructure	Auditing of IT infrastructure to commence	Auditing of IT infrastructure to continue	Auditing of IT infrastructure to continue
Upgrading/ Replacing IT infrastructure	Replacing of IT infrastructure where they exist	Replacing of IT infrastructure where they exist to continue	Concluded
Provision of IT infrastructure to secondary/technical Schools	Provision of computing infrastructure to at least two schools per LGA	Provision of computing infrastructure to at least two schools per LGA to continue	Provision of computing infrastructure to at least two schools per LGA to continue

Project	Short term	Medium term	Long term
Power supply	Provision of renewable energy along with the computing infrastructure per LGA basis	Provision of renewable energy along with the computing infrastructure per LGA basis to continue	Provision of renewable energy along with the computing infrastructure per LGA basis to continue
Teacher training on the use of IT for teaching and learning	Provision of sustained, high-quality professional development and overall support for teachers	Provision of sustained, high-quality professional development and overall support for teachers to continue	Provision of sustained, high-quality professional development and overall support for teachers to continue
Appraisal		Appraisal	Appraisal to continue
Computing and networking infrastructure	Provision of funds to all tertiary institutions to commence massive upgrading of the computing and networking infrastructure	Provision of funds to all tertiary institutions to sustain the computing and networking infrastructure to continue	Provision of funds to all tertiary institutions to sustain the computing and networking infrastructure to continue
Research centres	Provision of incubation/information resource centres to support research, innovation and development to commence immediately.	Provision of funds to sustain the incubation/information resource centres for research, innovation and development.	Provision of funds to sustain the incubation/information resource centres for research, innovation and development.
Appraisal		Appraisal of performance of the computing and networking infrastructure	Appraisal of performance of the computing and networking infrastructure to continue

2.5 Recommendations

Although we have embedded our recommendations in the main section of our report as well as in the detailed work plan, we still want to highlight some of the major recommendations in this sub-section.

2.5.1 Convocation of Education Summit

The quality of education at all levels in Ondo State requires revamping if education is to be as expected the catalyst for socio-economic development of the State. The government should therefore convene an Education Summit involving all stakeholders. The Education Summit will provide an opportunity for all stakeholders to discuss the state of education in the State in all its ramifications. The outcome should hopefully guide government's subsequent actions in its drive to improve the quality of education in the State. It should also hopefully sensitise all stakeholders about the enormity of the problem and the need for synergy with the State government to improve the quality of education in the State.

2.5.2 Reorganisation of Ministry of Education

It is recommended that the Ministry of Technical, Vocational, Adult and Non-Formal Education should be merged with the Ministry of Education for better utilisation of funds and supervision.

2.5.3. Funding of Education

It is obvious that proper funding is an essential requirement for high quality education and that government alone cannot effectively carry the burden of the cost of education. It appears that most people in Ondo State believe that it should be the sole responsibility of the State government to fund education. While government should be the major player in providing funds for education, other stakeholders should be sensitised to the fact that education is a collective responsibility involving all stakeholders. It is therefore recommended that:

- Government should substantially increase the financial allocation to education to a minimum of 20% of the annual budget which will still be below the UNESCO recommended 26% of annual budget. This is because education is the bedrock of development and there cannot be any meaningful societal development without high quality education;

- Government should as soon as possible provide the matching grant to be able to access the outstanding 3.6 billion naira UBEC fund;
- Government should as a matter of urgency reactivate and relaunch the Education Endowment Fund;
- Parents should be mobilised to contribute to the education of their children by providing required educational resource materials and moral support to their children;
- Stakeholders such as host communities, PTAs, CBOs, Faith Based Organisations, businesses, large companies and rich individuals should be encouraged and sensitized to play very active role in the developmental efforts in education i.e. renovation of schools building of classrooms, provision of laboratory equipment etc. Government may for instance wish to encourage participation of local communities in renovation of schools by providing appropriate matching grants.
- Institutions especially at the tertiary level should be encouraged to intensify efforts to increase internally generated revenues (IGR). They should also establish and operate very active Advancement Centres to source for funds from alumni and major donors.

2.5.3 Management of Schools (School Based Management Board)

Although the School Based Management Board (SBMB) system is supposed to be operational in the State. It appears that the concept is not fully understood and properly implemented. It is recommended that government should review and strengthen the School Based Management Boards for optimal performance. The SBMB if properly understood and implemented should among others:

- Increase the participation of parents and communities in school matters;
- Mobilise resources from local communities for improvement of school infrastructure and environment;
- Increase community sense of ownership of schools.

2.5.4 Pre-Primary and Primary Education

Education at this foundation level is very critical and once good quality is compromised at this level it usually affects higher levels. Most primary schools have dilapidated structures. It is recommended that government should:

- Encourage private efforts in the provision of pre-primary and primary education;
- Regulate and control the operation of education at this level;
- Gradually increase the number of public primary schools that have pre-primary section;
- Embark on the systematic and complete renovation of structures in at least 9 primary schools per LGA per year;
- Immediately terminate policy of mass promotion in primary schools in order to encourage hard work and academic excellence.

2.5.5 Secondary School Education

The standard of secondary education in the State is generally below average. It is recommended that government should:

- Continue to encourage interested private individuals and organizations to establish and own secondary schools to complement government efforts as long as they meet the minimum standards laid down by the State Government;
- Continue to regulate the establishment of schools, supervise and inspect schools regularly and ensure that all schools follow approved curricula and conform to the National Policy on Education;
- Immediately terminate policy of mass promotion in secondary schools in order to encourage hard work and academic competition. Promotion from a class to a higher class should be based on good academic performance. Starting from SSI promotion should strictly be based on credit level passes in at least 5 subjects including English Language and Mathematics;

- Embark on the systematic and complete renovation of structures in at least 2 secondary schools per LGA per year;
- Reorganise technical colleges to run a six year course in order to enhance students' enrolment;
- Encourage and facilitate re-introduction of Boarding System in schools to be managed in full by the PTA and the School Management.

2.5.6 Tertiary Education

There is the need to take a serious look at tertiary education system in the State in order to resolve the myriad of problems in the system. It is recommended that government should:

- Immediately constitute Visitation Panels to the four tertiary educational institutions in the State (AAUA, OSUSTECH, UNIMED and RUGPOLY) for proper assessment of required measures to ensure that academic standards and facilities in the State owned institutions are developed to international standard;
- Embark on completion of many abandoned projects in AAUA and OSUSTECH as well as on-going projects at RUGPOLY;
- Assist the Tertiary Institutions to meet their accreditation needs and standards.

SECTION 3 MAJOR INITIATIVES

Some of the recommended major measures for revamping the quality of education in the State at all levels include:

3.1.1 Short Term Measures.

- The State Government should convene an Education Summit involving all relevant stakeholders in the State. This should enable the government to update the people about the state of education in the State and ways of reversing the declining standard of education.
- The State Government should pay the outstanding UBEC counterpart fund in order to access about **3.6 billion naira** that has not been accessed from UBEC for three years. This will help in funding various renovation and construction work to be undertaken by the government.
- It is recommended that the Ministry of Technical, Vocational, Adult and Non-Formal Education should be merged with the Ministry of Education for better utilisation of funds and supervision.
- Immediate cancellation of mass promotion of students in primary and secondary schools in order to encourage hard work, competition and academic excellence.
- There should be immediate redeployment of teachers in order to correct the current lopsided concentration of excess teachers in urban centres and acute shortage of teachers in rural/difficult areas.
- Government should commence renovation of at least nine (9) primary schools and two (2) secondary schools per local government per year.
- Government should commence capacity building of teachers through training and retraining.
- Government should resuscitate the neighbourhood inspectorate scheme whereby identified competent retired teachers are appointed as inspectors. This should complement the efforts of other agencies saddled with the responsibility of monitoring teachers.

- The Mega School initiative should be reviewed. Functional Mega Schools should be retained; however there should be downward review of maintenance fees being paid by the students from 3,000 Naira per term to 1,000 naira per term to reduce the withdrawal of students from the schools by parents.
- Government should constitute Visitation Panels to the four tertiary educational institutions in the State (AAUA, OSUSTECH, UNIMED and RUGPOLY) for proper assessment of required measures to ensure that academic standards and facilities in the State owned institutions are developed to international standard.
- Embark on completion of many abandoned projects in AAUA and OSUSTECH as well as on-going projects at RUGPOLY
- Government should as a matter of urgency reactivate and relaunch the Education Endowment Fund;
- Institutions especially at the tertiary level should be encouraged to intensify efforts to increase internally generated revenues (IGR). They should also establish and operate very active Advancement Centres to source for funds from alumni and major donors.
- Although the School Based Management Board (SBMB) system is supposed to be operational in the State. It appears that the concept is not fully understood and properly implemented. It is recommended that government should review and strengthen the School Based Management Boards for optimal performance.
- Continuation of merit awards for deserving teachers.

3.1.2 Medium Term Measures

- Government should strive to substantially increase the financial allocation to education to a minimum of 20% of the annual budget which will still below the UNESCO recommended 26% of annual budget. This is because education is the bedrock of development and there cannot be any meaningful societal development without high quality education.

- Stakeholders such as host communities, PTAs, CBOs, Faith Based Organisations, businesses, large companies and rich individuals should be encouraged and sensitized to play very active role in the developmental efforts in education i.e. renovation of schools building of classrooms, provision of laboratory equipment etc. Government may for instance wish to encourage participation of local communities in renovation of schools by providing appropriate matching grants.
- Continuation of training and retraining of teachers. This will go a long way in enhancing the capacity building of the teachers.
- Continuation of renovation of at schools and building of more classrooms as required.
- Continuation of complete renovation of nine (9) primary schools and two (2) secondary schools per local government per year.
- Reorganisation of technical colleges to run a six year course in order to enhance students' enrolment.
- Some Mega schools that are underutilized should be converted to skill acquisition centres and enterprise development centres.
- Government should assist the Tertiary Institutions to meet their accreditation needs and standards.
- Restructuring of Liberal and Prospect Schools to utilize existing teaching staff and structures in secondary schools in the evenings.
- Encourage and facilitate re-introduction of Boarding System in schools to be managed in full by the PTA and the School Management.
- Encourage private efforts in the provision of pre-primary and primary education

3.1.3 Long Term Measures

- Completion of renovation of nine (9) primary schools and two (2) secondary schools per local government per annum.
- Continuation of comprehensive inspection of primary schools to be conducted by the monitoring agencies.
- All schools for the physically challenged should have skill acquisition centres in order to equip the pupils with lifelong skills.
- Each primary school should have at least seven teachers.
- There must be qualified basic science teacher in every school that should not be attached to any class.
- Art, Craft and Technical education should be introduced to primary schools.
- Government should continue to encourage PTA, Alumni associations, wealthy individuals and other relevant bodies to assist in funding development in schools.

The Work Plan-Time Frame (Table 1) gives an outline of recommended activities

Table 7 Work Plan timeframe

S/N	Project	Short Term	Medium Term	Long Term
1.	Hosting of Education summit	Inauguration of Planning Committee	Continuation and appraisal of implementation of report from maiden summit	Hosting 2020 education summit
		Hosting of 2017 education summit	Planning of 2020 education summit	
2.	Restructuring of the Ministry of Education	Merging of ministries.	Completed	Completed
		Redeployment of staff to the appropriate Units		
3.	Review of Education Policy Document	Setting up of committees	Appraisal of revised education policy	Completed
		Preparation of a template		
		Reviewing of existing education policy		
		Appraisal of education policy		
		Circulation of updated policy document		
4.	Provision of Free Education	Provision of running grants to schools	Continuation	Continuation
		Payment of examination fees		
5.	Improvement of Quality of Education	Constitution of visitation panels to tertiary institutions. Submission of report	Implementation of reports	Completed
		Resuscitation of neighbourhood inspector scheme (appointment of 150 for primary schools and 80 for secondary schools.)	Continuation of short term measures	Continuation of medium term measures

S/N	Project	Short Term	Medium Term	Long Term
		Grading of schools and pegging of class size to 35 students per classroom.		
		Recruitment of teachers in areas of need		
		Discontinuation of mass promotion of students to senior secondary schools (min. of 5 credits including math and English).	Education sector analysis of the research	
		Career talks, seminars, competition	Submission of reports to government	
		State Government to commission experts to write books to be distributed to students.	Continuous	
6.	Improvement of Infrastructure Facilities in Schools	Identification and renovation of at least 9 primary schools and two secondary schools.	Continuation of the renovation of at least 9 primary schools and two secondary schools per LG/annum.	Complete renovation of all primary and secondary schools within the state.
			Construction of new classrooms.	Construction of new classrooms.
		Commencement the of completion of abandoned projects in tertiary institutions	Continuation of short term measures	Conclusion of the completion of the abandoned projects in tertiary institutions.
7.	Improvement of Science, Technical and Vocational Education	Recruitment of science, computer, technical and vocational teachers	Continuation of short term measures	Continuation of medium term measures
		Exploring grants and training services given by private institutions and NGOs		
		Improvement of Skill Acquisition Centres across the state.		
		Provision of Computing facilities in schools		

S/N	Project	Short Term	Medium Term	Long Term
8.	Provision of Library Facilities in Schools and Rural Communities	Commencement of procurement of Library Resource Materials for primary and secondary schools.	Continuation of short term measures	Completion of provision of library resources for schools.
		Renovation of State library		Completed
9.	Provision of Scholarship	Commencement of provision of scholarships on merit for deserving students in secondary and tertiary institutions.	Continuation of short term measures	Appraisal of the exercise
10.	Eradication of Examination Malpractices in Schools	Strengthening of Examinations, Ethics and Disciplinary Committee in schools and LGAs	Continuation of short term measures	Continuation of medium term measures
		Effective and functional monitoring of examinations		
		Public enlightenment (workshops and seminars)		
11.	Expanding the Base of Funding	Government to provide necessary counterpart funding to access outstanding UBEC 3.6 Billion naira fund arrears.	Effective monitoring and assessment of level of compliance to UBEC guidelines	
		Sensitisation of stakeholders towards contributing to education in the State.	Continuation of short term measures	
		Public Private Partnership and collaboration with donor agencies	Design of measurable parameters for promotion of teachers	
		Review and implementation of education tax reform from contractual obligations	Enforcement of education tax review	

S/N	Project	Short Term	Medium Term	Long Term
12.	Incentives for Teachers	Continuation of merit awards for deserving teachers	Continuation of short term measures	
		Upward review of incentives for teachers posted to difficult terrains	Continuous implementation of short term measures	
		Design of measurable parameters for promotion of teachers	Continuous implementation of short term measures	
13.	Improving Teaching and Learning for Physically Challenged	Regular monthly release, in advance, of feeding and maintenance grants to 4 special schools	Possible release of underutilised mega school(s) to the physically challenged.	
		Visitations of Mr. Governor to all physically challenged schools	Appropriate implementation of recommendations by Mr. Governor for the improvement of physically challenged schools	Continuation of medium term measures
		Provision of instructional materials		
14.	Promotion of Sports and Academic Excellence through Competition	Full participation in local and international competitions	Continuation of short term measures	Continuation of medium term measures
		Adequate preparation for all competitions (sports, academic and arts & cultural etc.)		
		Immediate provision of necessary funding including patronage from private funding sources.		

S/N	Project	Short Term	Medium Term	Long Term
15.	Eradication of Illiteracy and Capacity Building for Illiterate	Sensitisation of the illiterate adults	Restructuring of Liberal and Prospect Schools to utilize existing teaching staff and structures.	Continuation of medium term measures
		Recruitment and induction of instructors		
		Upward review of instructors' allowance to motivate them		
		Provision of instructional/learning materials	Engagement of donor agencies	
16.	Training and Re–Training of Teachers and Managers of Education	Staff development programmes		
		Workshops and seminars for Education Officers, Inspectors		
		Induction course for promoted staff		

SECTION 4 PROGRAMME OF ACTION

4.1 YEAR 2017

1. Hosting of Education Summit

The Government should convene an Education Summit to enable all stakeholders discuss and determine the modalities for revamping the education system in the State.

2. Restructuring of Ministry of Education (MOE)

- (i) Setting up of Implementation Committee
- (ii) Merging of Ministry of Technical, Vocational, Adult and Non-Formal Education with Ministry of Education for better utilization of funds and supervision.
- (iii) Consolidation of the 9 Education co-ordinating Zones
- (iv) MOE Supervision of the following boards, commissions, agencies should be strengthened to be more effective;
 - a) TESCOM
 - b) SUBEB
 - c) Scholarship Board
 - d) BTVE
 - e) ANFE
 - f) Physically Challenged Board
 - g) Library Board
 - h) Quality Assurance Agency

3. Review of Education Policy Document

- (i) Education policy document should be reviewed and widely circulated

4. Provision of Free Education in Ondo State

- (i) Provision of running grants to Primary, Secondary and Technical schools for 1st term in 2017.

- (ii) Review of current PTA constitution.
- (iii) Parents should pay for terminal examination fees for Primary 6, JSS III, SS II but state government should pay for SS3 and technical college terminal examination fees (MOE).
- (iv) Review of PTA and Development Levies to N1000 per term for PTA Levy and N1000 per term for Development Levy.

5. Improvement of Quality of Education

- (i) Constitution of Visitation Panels to the four tertiary educational institutions in Ondo State (AAUA, OSUSTECH, UNIMED and RUGPOLY) for proper assessment of required measures to ensure that academic standards and facilities in the state-owned institutions are developed to international standards.
- (ii) Maintenance of 9 educational zonal offices.
- (iii) General re-deployment of officers in AEOs, LGEAs, TESCOZONAL office and AMLOs.
- (iv) State Government to commission experts to write books to be distributed to students.
- (v) Deployment of digital-education (including internet connectivity) schemes state-wide.
- (vi) Resuscitation of Neighbourhood Inspectorate Scheme
 - a) Appointment of 80 for Secondary Schools.
 - b) Appointment of 150 for Primary schools.
- (vii) Improvement of incentives for neighbourhood inspector.
- (viii) Mass promotion of students should be discontinued to enhance hard work, competition and good performance.
- (ix) Ensure that only students with credits passes in 5 subjects including English and Mathematics are promoted at the Senior Secondary level.

- (x) Monitoring and research into examination performances of students at Ondo State centres in public examinations.
- (xi) Grading of schools (small, medium and large) and pegging of class size to 35 students per classroom.
- (xii) Seminars, career talks, debates and subject competitions to be encouraged in all schools.
- (xiii) Partnering with Higher institutions in the State and engaging a lead partner to access financial and capacity building resources from donor agencies.

6. Improvement of Infrastructural Facilities in Schools

- (i) Planning for massive infrastructural improvement programme through:
 - (a) Net-working for funding.
 - (b) Revisiting of UBEC counterpart funding and meeting State Government's obligations as regards UBEC counterpart funding.
 - (c) Mobilization of PTAs, Alumni Associations, NGOs and other stakeholders.
 - (d) An infrastructure plan involving complete and systematic renovation of at least 9 primary schools and 2 secondary schools per local government per annum.
 - (e) Encouraging constituency project funding to focus more on education projects.
 - (f) Phased completion of many abandoned building projects in AAUA, OSUSTECH and RUGPOLY.

7. Improvement of Science, Technical and Vocational Education in Ondo State

- (i) Provision of computing facilities in schools.
- (ii) Exploring grants and training services given by private institutions and NGOs
- (iii) Improvement of Skill Acquisition Centres across the state.

8. Provision of Library Facilities in Schools and Rural Communities

- (i) It should be compulsory for every school to have a library
- (ii) Procurement of Library Resource Materials where needed.
- (iii) Making library use compulsory and specifying identified periods for library studies/use.
- (iv) Organize 2017 Book Fair.
- (v) Collaboration through PPP for library materials.

9. Provision of Scholarship for Ondo State Indigenes in Secondary and Tertiary Institutions

- (i) Provision of scholarship on merit for deserving students in secondary and tertiary institutions with emphasis on special areas of need.

10. Eradication of Examination Malpractices in Schools

- (i) Enlightenment against examination malpractices (MOE).
- (ii) Localization of Examination Ethics and Disciplinary Committees at school levels.
- (iii) Effective monitoring and supervision of examinations.

11. Expanding the Base of Funding Education

- (i) Government to provide necessary counterpart funding to access outstanding UBEC 3.6-Billion-Naira fund arrears for 3 years.
- (ii) Effective monitoring of states compliance to UBEC guidelines
- (iii) Review of education tax from contractual obligations including an increase in percentage (currently 1% for 1M or less and 2% for above 1M) to 2% for 1M or less and 3% for above 1M

- (iv) Revenue drive by Government Establishments.
- (v) Sensitization of PTAs, Alumni, Community Based Organizations (CBOs) towards contributing to Education in the State (MOE).
- (vi) Involving Donor Agencies such as World Bank, UNICEF, UNDP, NDDC, OSOPADEC etc. in funding Educational Projects /Programmes (MOE and SUBEB).
- (vii) Partnering with educationists to create relevant publications which can be licensed by government and sold to students to generate funds.

12. Improvement of Incentives for Teachers

- (i) Presenting Merit Awards to deserving teachers.
- (ii) Design of measurable parameters for promotion of teachers (TESCOM, SUBEB and MOE).
- (iii) Upward review of incentives for teachers posted to difficult terrains (MOE, SUBEB and TESCOM).
- (iv) Implementation of upward review of allowances for administrative duties in schools.

13. Improvement of Teaching/Learning Environment for the Physically Challenged

- (i) Regular monthly release, in advance, of feeding and maintenance grants to 4 special schools (MOE).
- (ii) Arts and Crafts Competition for the physically challenged (MOE).
- (iii) Empowerment of the physically challenged through employment and provision of vocational equipment.
- (iv) Donor agencies should be sensitized to participate in provision of vocational equipment and employment for physically challenged.

14. Promoting Schools' Sports and Academic Excellence through Competitions in Ondo State

- (i) Scheduled periods to adequately groom students for competitions
- (ii) Review of funding schedule for handling academic excellence competitions.
- (iii) Schools should be properly and adequately funded including patronage of private funding for competitions.
- (iv) Review of State and National competitions including:
 - a. Governor's Football Competition for Primary Schools (SUBEB)
 - b. Revive Ondo State Schools Sports Festival (MOE).
 - c. National Primary Schools Games (SUBEB).
 - d. National Milo and Shell Cups (MOE).
 - e. All Nigeria Secondary School Games (MOE).
 - f. National Jets Competition for Primary and Secondary Schools (MOE and SUBEB).
 - g. National STAN Competition for Primary and Secondary Schools (MOE and SUBEB).
 - h. National French Language Competition (MOE). .
 - i. NNPC Science Competition (MOE)
 - j. National HETAN Competition (MOE).

15. Eradication of Illiteracy and Capacity Building for Illiterates

A. Adult and Non-formal Education (AANFE)

- (i) Upward review of instructors' allowance to motivate them.
- (ii) Generation of potential donor organization list.
- (iii) Creation of State based grant for AANFE
- (iv) Training of Mass Literacy Instructors.

- (v) Restructuring of Liberal and Prospect Schools to utilize existing teaching staff and structures.
- (vi) Government should provide matching grants for funds from multi-lateral agencies UNICEF, UNDP, DFID etc.

B. Out of School

- (i) Liberal education should use existing structures in primary schools and teachers in the evening.

C. Prospect High Schools.

- (i) Review of the concept of the establishment of Prospect Schools because of poor enrolment.

16. Training and Re-Training of Teachers and Managers of Education

- (i) Train-the-trainer course for teachers in order to enhance capacity of the teachers.
- (ii) Training and retraining of education officers, inspectors, and school managers in the education section.
- (iii) Participation in relevant conferences, workshops, seminars etc.
- (iv) AAUA, Adeyemi College of Education and NIEPA should be encouraged to key into the State needs to adequately train teachers and managers of education.

4.2 YEAR 2018

1. Hosting of Education Summit

- (i) Recommendations from Education Summit to be processed for implementation as appropriate

2. Restructuring of the Ministry of Education

- (i) Completed

3. Review of Education Policy Document

- (i) Circulation of updated policy document

4. Provision of Free Education in Ondo State

Continuation of the following;

- (i) Payment of terminal examination fees for SS3 WAEC (MOE).
- (ii) Payment of technical college terminal examination fees
- (iii) Conduct of State Examinations.

5. Improving Quality of Education

- (i) Implementation of accepted recommendations of Visitation Panels to Tertiary Institutions as appropriate.
- (ii) Education Sector Analysis by a select group.
- (iii) Appraisal of curriculum on Family/Sexuality Education/HIV AIDS and other traditional subjects.

Continuation of the following;

- (iv) Regular inspection of schools
- (v) Deployment of information technology for teaching and learning.
- (vi) Appraisal of Neighbourhood Inspection scheme.
- (v) Monitoring of National Examination.

- (vi) Research into the performances of students from Ondo State centres in Public examinations.
- (vii) Seminars, Career talks, debates and subject competitions in all Schools.
- (viii) Partnerships with Higher institutions in the State and engaging a lead partner to access financial and capacity building resources from donor agencies.

6. Improvement of Infrastructural Facilities in Schools

- (i) Commissioning of renovated primary and secondary schools.

Continuation of the following:

- (ii) Complete renovation of additional 9 primary schools and 2 secondary schools per local government in the State.
- (iii) Phased completion of abandoned building projects in AAUA, OSUSTECH and RUGPOLY

7. Improvement of Science, Technical and Vocational Education in Ondo State

Continuation of the following:

- (i) Upgrading of computing facilities in schools and where they are lacking, provision of basic computing equipment (SUBEB).
- (ii) Renovation of production centres at GTC, Owo and Okeigbo to fabricate and repair tools.
- (iii) Improvement of Skill Acquisition Centres across the state.
- (iv) Exploring grants and training services given by private institutions and NGOs

8. Provision of Library Facilities in Schools and Rural Communities

- (i) Renovation of State Library in Akure.

Continuation of the following;

- (ii) Procurement of Library Resource Materials in core subjects for all Secondary Schools in Ondo State (MOE).
- (iii) Provision of Library Resource Materials for Public Primary Schools (SUBEB)

9. Provision of Scholarships for Ondo State Indigenes in Secondary and Tertiary Institutions

- (i) Continuation of provision of scholarships on merit for deserving students in secondary and tertiary institutions with emphasis on special areas of need.

10. Eradication of Examination Malpractices in Schools

Continuation of the following;

- (i) Public enlightenment against examination malpractices (MOE).
- (ii) Effective monitoring and supervision at examinations.
- (iii) Strengthening of Examination Ethics and Disciplinary Committees at State, Local Government and School levels.

11. Expanding the Base of Funding Education

Continuation of the following;

- (i) Effective monitoring of State's compliance to UBEC guidelines
- (ii) Revenue drive by Government Establishments.
- (iii) Sensitization of PTAs, Alumni, Community Based Organizations (CBOs) towards contributing to Education in the State (MOE).

- (iv) Involving Donor Agencies e.g. World Bank, UNICEF, UNDP, NDDC, OSOPADEC etc. in funding Educational Projects /Programmes (MOE and SUBEB).
- (v) Partnership with educationists to produce relevant publications which can be licensed by government and sold to generate funds.

12. Improvement of Incentives for Teachers

- (i) Implementation of measurable parameters for promotion of teachers (TESCOM, SUBEB and MOE).
- (ii) Implementation of reviewed incentives for teachers posted to difficult terrains (MOE, SUBEB and TESCOM).

Continuation of the following;

- (iii) Merit Awards to deserving teachers

13. Improvement of Teaching/Learning Environment for the Physically Challenged

Continuation of the following;

- (i) Regular monthly release, in advance, of feeding and maintenance grants to 4 special schools (MOE).
- (ii) Upgrading of instructional materials for the physically challenged.
- (iii) Arts and Crafts Competition for the physically challenged (MOE).
- (iv) Empowerment of the physically challenged through employment and provision of vocational equipment.
- (v) Sensitisation and encouragement of donor agencies and private organisations to participate in provision of vocational equipment and employment for physically challenged individuals.

14. Promoting Schools Sports and Academic Excellence through Competition in Ondo State

- (i) Implementation of funding schedule for handling academic excellence competitions.

Continuation of the following;

- (ii) Scheduled periods to adequately groom students for competitions
- (iii) Proper and adequate funding including patronage from private funding for competitions
- (iv) Regular participation at State and National competitions including:
 - a. Governor's Football Competition for Primary Schools (SUBEB)
 - b. Ondo State Schools Sports Festival (MOE).
 - c. National Primary Schools games (SUBEB).
 - d. National Milo and Shell Cups (MOE).
 - e. All Nigeria Secondary School games (MOE).
 - f. National Jets competition for Primary and Secondary Schools (MOE and SUBEB).
 - g. National STAN competition for Primary and Secondary Schools (MOE and SUBEB).
 - h. National French Language Competition (MOE). .
 - i. NNPC Science Competition (MOE)
 - j. National HETAN Competition (MOE).
 - k. And other public & private sponsored competitions.

15. Eradication of Illiteracy and Capacity Building for Illiterate

- (i) Implementation of review of instructors' allowance
- (ii) Generation of potential donor organization list.

- (iii) Training of Mass Literacy Instructors.
- (iv) Restructuring of Liberal and Prospect schools to utilize existing teaching staff and structures.
- (v) Provision of vocational equipment

16. Training and Re-Training of Teachers and Managers of Education

- (i) Train-the-trainer course for 20 teachers per Local Government and implementation of teachers' refresher course programme.
- (ii) Training and re-training of education officers, inspectors, teachers and managers in the education sector
- (iii) Participation in relevant conferences, workshops, seminars etc.
- (iv) AAUA, Adeyemi College of Education and NIEPA should be encouraged to key into the state needs to adequately train teachers and managers of education.

4.3 YEAR 2019

1. Hosting of Education Summit

- (i) Planning for 2020 Education Summit

2. Restructuring of the Ministry of Education

- (i) Completed

3. Preparation of Education Policy Document

- (i) Appraisal of Education Policy Document

4. Provision of Free Education in Ondo State

Continuation of:

- (i) Provision of running grants to Primary, Secondary and Technical Schools (MOE)
- (ii) Payment of terminal examination fees for SS3 WAEC (MOE).
- (iii) Payment of technical college terminal examination fees.

5. Improving Quality of Education

- (i) Regular inspection of schools
- (ii) Deployment of information technology for teaching and learning.
- (iii) Appraisal of Neighbourhood Inspectors.
- (iv) Appraisal of curriculum on Family/Sexuality Education/HIV AIDS and other traditional subjects.
- (v) Education Sector Analysis by select group
- (vi) Monitoring of National Examination.
- (vii) Research into teaching and learning problems in classroom situation.
- (viii) Seminars, Career talks, debates and subject competitions in all Schools.

6. Improvement of Infrastructural Facilities in Schools

- (i) Commissioning of renovated primary and secondary schools

Continuation of the following:

- (ii) Complete renovation of additional 9 primary schools and 2 secondary schools per local government in the State
- (ii) Phased completion of abandoned projects in AAUA and OSUSTECH.

7. Improvement of Science, Technical and Vocational Education in Ondo State

- (i) Upgrading of Computing facilities in schools and where they are lacking, provision of basic computing equipment (SUBEB).
- (ii) Creation of additional computer centres in Primary Schools (SUBEB)
- (iii) Creation of additional science centres in Primary Schools (SUBEB)
- (iv) Sourcing for science, Mathematics, Technical, Vocational, Language equipment for Secondary/Technical Schools
- (v) Sourcing for computer sets for Secondary schools.
- (vi) Exploring grants and training services given by private institutions and NGOs
- (vii) Funding the Science Equipment Centre at Akure for production of Science apparatus

8. Provision of Library Facilities in Schools and Rural Communities

- (i) Procurement of Library Resource Materials in core subjects for 310 Unity/Technical/Secondary Schools in Ondo State.
- (ii) Organising 2019 Book Fair
- (iii) Sourcing for Books

9. Provision of Scholarship for Ondo State Indigenes in Secondary and Tertiary Institutions

- (i) Continuation of provision of scholarships on merit for deserving students in secondary and tertiary institutions with emphasis on special areas of need.

10. Eradication of Examination Malpractices in Schools

Continuation of the following;

- (i) Public enlightenment against examination malpractices (MOE).
- (ii) Effective monitoring and supervision at examinations.
- (iii) Workshops and seminars for all stakeholders on Examination Malpractices.

11. Expanding the Base of Funding Education

Continuation of the following;

- (i) Effective monitoring of states compliance to UBEC guidelines
- (ii) Revenue drive to Government Establishments (OSEEF).
- (iii) Sensitization of PTAs, Alumni, Community Based Organizations (CBOs) towards contributing to Education in the State (MOE).
- (iv) Involvement of Donor Agencies e.g. World Bank, UNICEF, UNDP, NDDC, OSOPADEC etc. in funding Educational Projects /Programmes (MOE and SUBEB).
- (v) Review of educational tax from contracture obligations including an increase in percentage (currently 1% for 1M or less and 2% for 4M or more)
- (vi) Accessing and leveraging our position as a Niger Delta state (NDDC funding).
- (vii) Partnering with educationist to create relevant publications which can be licensed by government and sold to generate funds.

12. Incentives for Teachers

Continuation of the following;

- (i) Merit Awards to deserving teachers.

13. Improving Teaching/Learning Environment for the Physically Challenged

Continuation of the following;

- (i) Regular monthly release, in advance, of feeding and maintenance grants to 4 special schools (MOE).
- (ii) Sourcing of instructional materials for physically challenged.
- (iii) Arts and Crafts Competition for the physically challenged (MOE).
- (iv) Empowerment of the physically challenged through employment and provision of vocational equipment.
- (v) Sensitisation and encouragement of donor agencies and private organisations to participate in provision of vocational equipment and employment for physically challenged individuals.

14. Promoting Schools Sports and Academic Excellence through Competitions in Ondo State

Continuation of the following;

- (i) Full participation in State and National competitions including:
 - a. Governor's Football Competition for Primary Schools (SUBEB)
 - b. Ondo State Schools Sports Festival (MOE).
 - c. National Primary Schools games (SUBEB).
 - d. National Milo and Shell Cups (MOE).
 - e. All Nigeria Secondary School games (MOE).

- f. National Jets competition for Primary and Secondary Schools (MOE and SUBEB).
- g. National STAN competition for Primary and Secondary Schools (MOE and SUBEB).
- h. National French Language Competition (MOE). .
- i. NNPC Science Competition (MOE)
- j. National HETAN Competition (MOE).
- k. And other competitions

15. Eradication of Illiteracy and Capacity Building for Illiterate

Continuation of the following:

- (i) Provision of vocational equipment
- (ii) Engagement with donor organizations
- (iii) Training of Mass Literacy Instructors.
- (iv) Restructuring of Liberal and prospect schools to utilize existing teaching staff and structures.

16. Training and Re-Training of Teachers and Managers of Education

Continuation of the following:

- (i) Train-the-trainer course and implementation of teachers' refresher course programme.
- (ii) Training and retraining of Education officers, Inspectors, Teachers in Primary, Secondary and Technical Schools.
- (iii) Participation in relevant conferences, workshops & seminars etc.
- (iv) AAUA, Adeyemi College of Education and NIEPA should be encouraged to key into the state needs to adequately train teachers and managers of education.

4.4 YEAR 2020

1. Hosting of Education Summit.

- (i) 2020 Education Summit

2. Restructuring of the Ministry

- (i) Completed

3. Preparation of Education Policy Document

- (i) Completed

4. Provision of Free Education in Ondo State

Continuation of the following:

- (i) Payment of terminal examination fees for SS3 WAEC (MOE).
- (ii) Payment of technical college terminal examination fees
- (iii) Conduct of State Examinations.

5. Improving Quality of Education

Continuation of the following:

- (i) Regular inspection of schools
- (ii) Deployment of information technology for teaching and learning.
- (iii) Appraisal of Neighbourhood Inspectors.
- (iv) Appraisal of curriculum on Family/Sexuality Education/HIV AIDS and other traditional subjects.
- (v) Education Sector Analysis by select group
- (vi) Monitoring of National Examination.
- (vii) Research into teaching and learning problems in classroom situation.
- (viii) Seminars, Career talks, debates and subject competitions in all Schools.

6. Improvement of Infrastructural Facilities in Schools

- (i) Commissioning of renovated Primary and Secondary Schools.

Continuation of the following:

- (ii) Systematic & complete renovation of at least 9 primary and 2 secondary schools per local government.
- (iii) Completion of abandoned building projects in tertiary institutions.

7. Improvement of Science, Technical and Vocational Education in Ondo State

Continuation of the following:

- (i) Upgrading of Computing facilities in schools and where they are lacking, provision of basic computing equipment (SUBEB).
- (ii) Creation of additional computer centres in Primary Schools (SUBEB)
- (iii) Creation of additional science centres in Primary Schools (SUBEB)
- (iv) Sourcing for science, Mathematics, Technical, Vocational, Language equipment for Secondary/Technical Schools
- (v) Sourcing for computer sets for Secondary schools.
- (vi) Exploring grants and training services given by private institutions and NGOs
- (viii) Funding the Science Equipment Centre at Akure for production of Science apparatus.

8. Provision of Library Facilities in Schools and Rural Communities

Continuation of the following:

- (i) Procurement of Library Resource Materials in core subjects for 310 Secondary/Technical Schools in Ondo State.
- (ii) Organising 2020 Book Fair
- (iii) Sourcing for Books

9. Provision of Scholarship for Ondo State Indigenes in Secondary and Tertiary Institutions

Continuation of the following:

- (I) Provision of scholarships on merit for deserving students in secondary and tertiary institutions with emphasis on special areas of need.

10. Eradication of Examination Malpractices in Schools

Continuation of the following:

- (i) Public enlightenment against examination malpractices (MOE).
- (ii) Effective monitoring and supervision at examinations.
- (iii) Workshops and seminars for all stakeholders on Examination Malpractices.
- (iv) Appraisal of the effectiveness of the measures against examination malpractices.

11. Expanding the Base of Funding Education

Continuation of the following:

- (i) Effective monitoring of states compliance to UBEC guidelines
- (ii) Revenue drive to Government Establishments (OSEEF).
- (iii) Sensitization of PTAs, Alumni, Community Based Organizations (CBOs) towards contributing to Education in the State (MOE).
- (iv) Involvement of Donor Agencies e.g. World Bank, UNICEF, UNDP, NDDC, OSOPADEC etc. in funding Educational Projects /Programmes (MOE and SUBEB).

12. Incentives for Teachers

- (i) Continuation of Merit Awards to deserving teachers.

13. Improving Teaching/Learning Environment for the Physically Challenged

Continuation of the following:

- (i) Regular monthly release, in advance, of feeding and maintenance grants to 4 special schools (MOE).
- (ii) Sourcing of instructional materials for physically challenged.
- (iii) Arts and Crafts Competition for the physically challenged (MOE).
- (iv) Empowerment of the physically challenged through employment and provision of vocational equipment.
- (v) Sensitisation and encouragement of donor agencies and private organisations to participate in provision of vocational equipment and employment for physically challenged individuals.

14. Promoting Schools Sports and Academic Excellence through Competitions in Ondo State

Continuation of the following:

- (i) Full participation in State and National competitions including:
 - a. Governor's Football Competition for Primary Schools (SUBEB)
 - b. Ondo State Schools Sports Festival (MOE).
 - c. National Primary Schools games (SUBEB).
 - d. National Milo and Shell Cups (MOE).
 - e. All Nigeria Secondary School games (MOE).
 - f. National Jets competition for Primary and Secondary Schools (MOE and SUBEB).
 - g. National STAN competition for Primary and Secondary Schools (MOE and SUBEB).
 - h. National French Language Competition (MOE).
 - i. NNPC Science Competition (MOE)

- j. National HETAN Competition (MOE).
- k. And other competitions

15. Eradication of Illiteracy and Capacity Building for Illiterate

Continuation of the following:

- (i) Provision of vocational equipment
- (ii) Engagement with donor organizations
- (iii) Training of Mass Literacy Instructors.

16. Training and Re-Training of Teachers and Managers of Education

Continuation of the following:

- (i) Train-the-trainer course and implement teachers' refresher course programme.
- (ii) Training and retraining of Education officers, Inspectors, Teachers in Primary, Secondary and Technical Schools.
- (iii) Participation in relevant conferences, workshops, seminars etc.

4.5 YEAR 2021

1. Hosting of Education Summit

- (i) Completed

2. Restructuring of the Ministry

- (i) Completed

3. Preparation of Education Policy Document

- (i) Completed

4. Provision of Free Education in Ondo State

Continuation of the following:

- (i) Payment of terminal examination fees for SS3 WAEC (MOE).
- (ii) Payment of technical college terminal examination fees
- (iii) Conduct of State Examinations.

5. Improving Quality of Education

Continuation of the following:

- (i) Regular inspection of schools
- (ii) Deployment of information technology for teaching and learning.
- (iii) Appraisal of Neighbourhood Inspectors.
- (iv) Appraisal of curriculum on Family/Sexuality Education/HIV AIDS and other traditional subjects.
- (v) Education Sector Analysis by select group
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- (v) Sourcing for computer sets for Secondary schools.
- (vi) Exploring grants and training services given by private institutions and NGOs
- (vii) Funding the Science Equipment Centre at Akure for production of Scientific Glassware

8. Provision of Library Facilities in Schools and Rural Communities

Continuation of the following:

- (i) Procurement of Library Resource Materials in core subjects for 310 Secondary Schools in Ondo State under ETF (MOE).
- (ii) Organising 2021 Book Fair
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Continuation of the following:

- (i) Effective monitoring of states compliance to UBEC guidelines
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- (iii) Sensitization of PTAs, Alumni, Community Based Organizations (CBOs) towards contributing to Education in the State (MOE).
- (iv) Involvement of Donor Agencies e.g. World Bank, UNICEF, UNDP, NDDC, OSOPADEC etc. in funding Educational Projects /Programmes (MOE and SUBEB).

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Continuation of the following:

- (i) Merit Awards to deserving teachers.

13. Improving Teaching/Learning Environment for the Physically Challenged.

Continuation of the following:

- (i) Regular monthly release, in advance, of feeding and maintenance grants to 4 special schools (MOE).
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Continuation of the following:

- (i) Train-the-trainer course and implement teachers' refresher course programme.
- (ii) Training and retraining of Education officers, Inspectors, Teachers in Primary, Secondary and Technical Schools.
- (iii) Participation in relevant conferences, workshops, seminars etc.

SECTION 5 WORK PLAN-TIME FRAME

S/N	Project	Short Term	Medium Term	Long Term
1.	Hosting of Education summit	Inauguration of Planning Committee	Continuation and appraisal of implementation of report from maiden summit	Hosting 2020 education summit
		Hosting of 2017 education summit	Planning of 2020 education summit	
2.	Restructuring of the Ministry of Education	Merging of ministries.	Completed	Completed
		Redeployment of staff to the appropriate Units		
3.	Review of Education Policy Document	Setting up of committees Preparation of a template Reviewing of existing education policy	Appraisal of revised education policy	Completed
		Appraisal of education policy		
		Circulation of updated policy document		
4.	Provision of Free Education	Provision of running grants to schools	Continuation	Continuation
		Payment of examination fees		
5.	Improvement of Quality of Education	Constitution of visitation panels to tertiary institutions. Submission of report	Implementation of reports	Completed
		Resuscitation of neighbourhood inspector scheme (appointment of 150 primary schools and 80 secondary schools.)	Continuation of short term measures	Continuation of medium term measures
		Grading of schools and pegging of class size to 35 students per classroom.		
		Recruitment of teachers in areas of need		

S/N	Project	Short Term	Medium Term	Long Term
		Discontinuation of mass promotion of students to senior secondary schools (min. of 5 credits including math and English).	Education sector analysis of the research	
		Career talks, seminars, competition	Submission of reports to government	
		State Government to commission experts to write books to be distributed to students.	Continuous	
6.	Improvement of Infrastructure Facilities in Schools	Identification and renovation of at least 9 primary schools and two secondary schools per LGA per annum.	Continuation of the renovation of at least 9 primary schools and two secondary schools per LGA per annum.	Complete renovation of all primary and secondary schools within the state.
			Construction of new classrooms.	Construction of new classrooms.
		Commencement the of completion of abandoned projects in tertiary institutions	Continuation of short term measures	Conclusion of the completion of the abandoned projects in tertiary institutions.
7.	Improvement of Science, Technical and Vocational Education	Recruitment of science, computer, technical and vocational teachers	Continuation of short term measures	Continuation of medium term measures
		Exploring grants and training services given by private institutions and NGOs		
		Improvement of Skill Acquisition Centres across the state.		
		Provision of Computing facilities in schools		
8.	Provision of Library Facilities in Schools and Rural Communities	Commencement of procurement of Library Resource Materials for primary and secondary schools.	Continuation of short term measures	Completion of provision of library resources for schools.
		Renovation of State library		Completed

S/N	Project	Short Term	Medium Term	Long Term
9.	Provision of Scholarship	Commencement of provision of scholarships on merit for deserving students in secondary and tertiary institutions.	Continuation of short term measures	Appraisal of the exercise
10.	Eradication of Examination Malpractices in Schools	Strengthening of Examinations, Ethics and Disciplinary Committee in schools and LGAs	Continuation of short term measures	Continuation of medium term measures
		Effective and functional monitoring of examinations		
		Public enlightenment (workshops and seminars)		
11.	Expanding the Base of Funding	Government to provide necessary counterpart funding to access outstanding UBEC 3.6 Billion naira fund arrears.	Effective monitoring and assessment of level of compliance to UBEC guidelines	
		Sensitisation of stakeholders towards contributing to education in the State.	Continuation of short term measures	
		Public Private Partnership and collaboration with donor agencies	Design of measurable parameters for promotion of teachers	
		Review and implementation of education tax reform from contractual obligations	Enforcement of education tax review	
12.	Incentives for Teachers	Continuation of merit awards for deserving teachers	Continuation of short term measures	
		Upward review of incentives for teachers posted to difficult terrains	Continuation of implementation of short term measures	
		Design of measurable parameters for promotion of teachers	Continuation of implementation of short term measures	

S/N	Project	Short Term	Medium Term	Long Term
13.	Improving Teaching and Learning for Physically Challenged	Regular monthly release, in advance, of feeding and maintenance grants to 4 special schools	Possible release of underutilised mega school(s) to the physically challenged.	
		Visitations of Mr. Governor to all physically challenged schools	Appropriate implementation of recommendations by Mr. Governor for the improvement of physically challenged schools	Continuation of medium term measures
		Provision of instructional materials		
14.	Promotion of Sports and Academic Excellence through Competition	Full participation in local and international competitions	Continuation of short term measures	Continuation of medium term measures
		Adequate preparation for all competitions (sports, academic and arts & cultural etc.)		
		Immediate provision of necessary funding including patronage from private funding sources.		
15.	Eradication of Illiteracy and Capacity Building for Illiterate	Sensitisation of the illiterate adults	Restructuring of Liberal and Prospect Schools to utilize existing teaching staff and structures in primary/secondary Schools.	Continuation of medium term measures
		Recruitment and induction of instructors		
		Upward review of instructors' allowance to motivate them		
		Provision of instructional/learning materials	Engagement of donor agencies	

S/N	Project	Short Term	Medium Term	Long Term
16.	Training and Re- Training of Teachers and Managers of Education	Staff development programmes		
		Workshops and seminars for Education Officers, Inspectors		
		Induction course for promoted staff		

ACKNOWLEDGEMENTS

All members of the Sub-Committee wish to thank the Governor-Elect for the opportunity to serve.

HEALTH AND SOCIAL SERVICES

SUBMITTED BY

SUB-COMMITTEE ON HEALTH AND SOCIAL SERVICES

Professor Ayo Arowojolu

Chairman

Dr. Patrick Oludare

Secretary

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EXECUTIVE SUMMARY

Improving the health of Nigerians is a necessary precondition for achieving Vision 20:2020. It is a major cardinal point in the agenda of the incoming government in Ondo State. The outgoing administration initiated laudable programs that were faced with challenges at the implementation stage and so could not be sustained. Therefore, the incoming government must pursue achievable and sustainable goals at low cost that will be felt by the populace. The aim will be to provide universal health coverage to everybody in the state that is of good quality without financial hardship and ensure participation of all in health care financing to ensure sustainability.

This report provides a guide to the achievement of universal health coverage in Ondo state. There is an urgent need to rehabilitate and upgrade existing dilapidated structure to ensure sustainability of the State health programs. This will involve an upgrade of the Primary health centers, Comprehensive health centers, General hospitals, State specialist hospitals and the mono specialist hospitals. Importantly, the existing four specialist hospital should be made ready for postgraduate training to satisfy the State's manpower needs. The Government will need to key into the National program of primary health care to ensure that health services at this level are improved and well-coordinated. Access roads and waterways to rural areas should be improved. Potable water, waste disposal system, drainages should be provided throughout the State.

The administration should embrace health insurance and formulate a hybrid community based insurance system for the State whereby individuals contributes a little premium to his health care, and those that are vulnerable are assisted by the Government to meet their health needs. In addition, the Government should embrace other means of health financing such as public private partnership in defined areas of health care, partnering with donor agencies and establishment of profitable medical industries. Government should also provide social services that will be felt by the populace such as midday meals in schools, sports competitions etc. Public health education and Health festivals are of paramount importance.

For effective execution of the program an immediate audit of existing facilities, staff and programs is required. The incoming administration will also need to put proper legislations in place and ensure community involvement in the programs. This will include the passage of a law for the establishment of the Ondo State health management agency and the Ondo State health scheme for all residents of Ondo State and for connected purposes. Timely remuneration of staff for jobs done should be ensured.

Constitution of the Sub-Committee on Health and Social Services**1.1 Membership**

Professor Ayodele O Arowojolu	-	Chairman
Professor Simidele Odimayo	-	Member
Dr. Gbelela Dolani Zechariah	-	Member
Dr. Ayodeji Oyedele	-	Member
Dr. Kolawole Owoka	-	Member
Dr. Adebose Olawale	-	Member
Dr. Bayo Oni	-	Member
Dr. Bolu Adeboye	-	Member
Dr. Gbenga Oyesanmi	-	Member
Dr. Lola Dare (Absent throughout)	-	Member
Dr. Anthony Eniola	-	Member
Dr. Rhoda Oyeyinka Oluwasanmi	-	Member
Dr. Roju Malumi	-	Member
Dr. Tayo Fawehinmi	-	Member
Dr. Onyema I. Emmanuel	-	Member
Dr. Ibrahim Abdul Eneye	-	Member
Mr. Samuel Akinyemi	-	Member
Pharm. Ogunjemiyo Olabode	-	Member
Pharm. Dele Odewumi	-	Member
Dr. Patrick Oludare	-	Secretary

Number of Sitzings: 5

SECTION 1 INFORMATION ON PAST PROGRAMS

1.1 Information on past programs:

- i. A review of the activities of the outgoing administration shows laudable programs that were faced with challenges at the implementation stages. This is because most stakeholders were not consulted at inception, projects were not prioritized, program executors were not properly trained, monitoring of projects was sketchy due to the lack of inter-ministerial collaboration, and inadequate funding.
- ii. Results of the location quotient analysis indicate disparities in the distribution of both hospitals and the lower health facilities. Consequently, some LGAs have an excess share of the health facilities relative to their population. Spatial inequality in the distribution of health facilities is also reflected in the provision of health personnel and materials despite the substantial increase in manpower resources in the State during the study period.
- iii. The outgoing administration founded “Mother and Child Hospitals” in Akure and Ondo towns to provide free specialist care to pregnant women and children under the age of five alongside the existing Pediatrics and Obstetrics departments in State Specialist Hospitals in Akure and Ondo.
- iv. The University of Medical Sciences was established in Ondo town and has admitted the first sets of medical students.
- v. Ondo State established a ‘world-class’ Diagnostic Center in Ondo town through Public-Private partnership, a Trauma Centre and Renal Centre in Ondo town with plans to create in Ondo town a ‘world class health care village’.
- vi. The Government reconstructed roads in major cities in the States and provided 50 tricycle ambulance services for emergency obstetric care.
- vii. The Government successfully forged collaborations with international funding agencies to set up some of her mono specialty centers.

1.1.1 Short fall of Past Programs:

- i. The health system of the State remains poorly structured and the referral system lacks proper structure and organization.

- ii. The primary health care centers are improperly distributed to the villages and dysfunctional without appropriate staffing, drugs and equipment. Most of the existing infrastructures are dilapidated.
- iii. The General hospitals which are supposed to be the secondary health care facilities are highly dysfunctional and will require a lot of reorganization for the people to derive maximum benefits from their existence.
- iv. It is now more difficult for people in Ondo State to easily access good quality health care, due to the high cost of healthcare services provided by the State.
- v. The Government had embarked on building new hospital facilities to the neglect of the old ones, which remain ill equipped and poorly funded.
- vi. The deterioration in Government facilities coupled with poor working conditions and irregular payment of salaries has resulted in a mass exodus of health professionals.
- vii. The participation of the private sector in healthcare delivery has been sub-optimal.
- viii. There is inadequate provision of social amenities including access roads in the rural Communities.
- ix. The tricycle ambulance services have been non-functional.

1.2 Distribution of health facilities in the State

- i. **Specialist Hospitals:** There are four State Specialist Hospitals located in Akure, Ondo, Ikare, Okitipupa.
- ii. **Mono-Specialist Hospitals:** Ondo State has five Mono-specialist Hospitals which are Neuropsychiatric Hospital, Akure; Kidney Care Centre in Ondo town; Mother and Child hospitals at Akure and Ondo town; and Surgical and Trauma Centre, Ondo town.
- iii. **General Hospitals.**
There are fifteen General Hospitals in the State located in Iju/Itaogbolu, Irele, Igbara-Oke, Igbo-koda, Iwaro-Oka, Ore, Ipe Akoko, Bolorunduro, Irun Akoko, Igbekebo, Idanre, Igbotako, Ile-Oluji, Idoani, and Owo

iv. Comprehensive Health Centers (CHC):

There are 29 comprehensive health centers in Ondo State. They are in Arakale, Orisunmibare, Moferere Oja, Laje Community, Ilara-Mokin, Ijare, Ajue, Iju-odo, Olowu, Ilowo, Ipele, Iyere, Ile Oluji, Araromi-Obu, Ore, Oke-Agbe, Isolo, Ajowa, Ogbagi-Akoko, Erusu-Akoko, Ifira, Isua-Ile, Owode-Owena, Owena-Idanre, Ibuji, Ugele, Igbobini, Igbokoda, and Ajagba.

v. Other Specialist Care Units:

Millennium Eye Centre and Dental Headquarter at the State Specialist Hospital Akure, with service units at the four State Specialist Hospitals. Idanre and Igbara oke General Hospital have Dental Care unit.

Table 1: Distribution of Primary Health Facilities.

NUMBER OF PRIMARY HEALTH FACILITIES /LGA		
N/S	LGA	NUMBER AVAILABLE
1	AKOKO NORTH EAST	25
2	AKOKO NORTH WEST	23
3	AKOKO SOUTH EAST	17
4	AKOKO SOUTH WEST	27
5	AKURE NORTH	45
6	AKURE SOUTH	33
7	ESE ODO	28
8	IDANRE	48
9	IFEDORE	29
10	ILAJE	47
11	ILE OLUJI/OKE IGBO	38
12	IRELE	21
13	ODIGBO	38
14	OKITIPUPA	31
15	ONDO EAST	29
16	ONDO WEST	51
17	OSE	28
18	OWO	46

From observation and complaints from stakeholders, there is no equitable distribution of the facilities.

SECTION 2 **RECOMMENDATIONS:**

Plans to achieve the sustainable development goals:

2.1.1 Health services:

- i.** The Millennium Development Goal (MDG) of 2000 has now been replaced with 17 sustainable development goals to be completed by 2030. The third of these goals relates to universal health coverage with the aim of ensuring that all people obtain the health service they need without suffering financial hardship when paying for them in order to avoid poverty trap.
- ii.** In order to achieve this, there must be strong health institutions in place
- iii.** Health care services must be affordable with minimal out of pocket expenses, access to health must be non-discriminatory and the work force must consist of highly skilled health workers.
- iv.** Credible data must be collated to enable proper planning and distribution of services.
- v.** Health care workers must be appropriately motivated to carry out extra duties whilst in Government employment.
- vi.** The three tiers of health delivery system and private practitioners must be well integrated to ensure a smooth flow of service delivery to the populace.
- vii.** Traditional / alternative medicine practitioners should be integrated into the system. Traditional / alternative medicine has recently been introduced into the curriculum of medical students in some Nigerian Universities.
- viii.** Prevention and control of cancers and other non-communicable diseases should be addressed.
- ix.** Establishment of medical consumable factories in the State.

2.1.2 Social services:

- i.** Portable water must be provided in rural and urban communities. This will reduce water borne diseases and their burden on the State Government.
- ii.** Waste disposal system – Dry and wet waste disposal is sine qua non in the prevention of infection transmitted by rodents and other fomites. Pit latrines, open sewage system or water closet / septic tanks must be established in the Communities. Refuse collection in homes and public places should be ensured. Market and abattoir sanitation must be enforced. Public toilets in markets and motor packs are compulsory.
- iii.** Appropriate drainage systems on the roads and building must be constructed.

- iv. Environmental health inspection must be established in the nooks and crannies of the State to monitor sanitation at homes, recreation centers and place of work.
- v. Accessibility to health facilities through good transport systems.
- vi. Education of the populace against harmful traditional and cultural practices, including body mutilation, perception of disease causation and delay in seeking orthodox health care services.
- vii. Provision of mid-day meals for Primary School pupils to improve their nutritional status and prevent absenteeism at school.
- viii. Public enlightenment to enable the populace see the primary health facilities as theirs.
- ix. Training and retraining health practitioners to ensure professionalism.
- x. Physical and health education should be strengthened in Schools.
- xi. Establishment and funding of a Medical Social Worker Unit in the Ministry of Health to cater for those who are underprivileged, such as the disabled, people with mental illness, miscreants etc.

2.2 HEALTH CARE FINANCING:

A major setback in our health care delivery system is the inability of the Government to solely fund the system. Sustainable health care can never be free as there is always a bill that must be settled. For example, procured drugs, laboratory reagents and equipment must be paid for. Buildings must be put up and maintained and, above all personnel must be remunerated and motivated appropriately. Successive governments have paid lip service to free health without appropriate financial backup. This has led to an accumulation of debt leading to poor services, inadequate manpower and, dilapidated infrastructures and equipment.

2.2.1 Available options for sustainable healthcare financing.

To reduce the burden of healthcare delivery on Government, individuals and community/corporations need to participate in a prepaid pooling scheme that will create inflow of continuous funds.

❖ **Money can be raised to fund healthcare from a variety of public and private entities.**

i. General Tax and Earmarked Taxes:

When healthcare is funded through general taxation, funds from taxes are used to finance the provision of healthcare services to the general population.

ii. Social Health Insurance:

Social Health Insurance is typically operated by a public agency and financed through compulsory contribution payroll. The amount is usually split between employers and employees. Social Health Insurance is “being your brother’s keeper” as it allows for redistribution of resources from richer to poorer individuals, from younger to older and from healthy to the sick. This is made possible through cross-subsidization where by better-off groups subsidize worse-off groups.

iii. Private Health Insurance:

For those who can pay and wish to be insured, Private Health Insurance can be purchased from independent/competitive sellers called Health Maintenance Organizations or Health Insurance Organizations.

iv. Out of Pocket Payments at Point of Service:

An out of pocket payments occurs when patients pay providers directly out of their own pockets.

v. Community Based Health Financing:

This is a form of Voluntary Health Insurance which places emphasis on community ownership and empowerment for informal sector. Premium are flat rate, paid monthly per individual or household, pooled together.

vi. Loans:

Funds can be borrowed either domestically or from foreign sources or development banks.

vii. Grants/Foreign Donors:

External assistance is a major part of health system support in Nigeria.

viii. Medical Allowance/Budgetary allocation:

Government can make provision in its annual budget to pay for services incurred by her indigenes. This budgetary provision for medical assistance can be spent on health insurance to pay their premium.

- ix. Sin Taxes:**

Alcohol, gambling and tobacco consumption.
 - x. Federal Government subvention:**

One percent consolidated funds promised by the Federal Government to all States including the FCT in the National Health Act.
 - xi. Health consumable companies:**

Funds generation through industrialization of the State through establishment of Health Consumable Companies.
 - xii. Surcharge of contract awardees:**

Contract awardees are encouraged to donate a percentage of their earning towards social health support in the State.
 - xiii. Health Trust Funds:**

Voluntary contribution by recognized institutions and individuals towards health care delivery.
- ❖ **Health financing by the populace:**
- i. Health Insurance Scheme (NHIS):**

The State should imbibe the spirit of the NHIS by creating a State Health Insurance Scheme (SHIS). In this wise the populace must participate individually and collectively in the planning and implementation of their healthcare to ensure sustainability. Funds from their contributions will be managed by various HMOs to be determined by Ondo State Government and monitored by the SHIS.
 - ii. Public Private Partnership (PPP):**

This involves private organizations, associations and individuals partnering with the Government in the provision of healthcare services to the populace.
 - iii. Community participation:**

It is the involvement of the different segments of the community such as artisans, market women, farmers and others in contributing into a pool of funds for healthcare delivery.

iv. Medical Consumables and Equipment Industry.

To ensure regular availability of medical consumables and equipment within the State while building a strong capital base for health financing and empowerment of the citizens. Medical industries can be established to produce:

- Intravenous fluids and water for injection.
- Medical cotton wool, gauze and plaster of Paris (POP).
- Medical disinfectants and methylated spirit.
- Oxygen concentrators.
- Needles and Syringes.
- Pharmaceuticals, drugs etc.
- Other medical equipment.

SECTION 3 IMPLEMENTATION PLANS

3.1 SHORT TERM

(4 – 6 months)

Salaries and Wages:

Government should conduct a staff audit and through appropriate ministry negotiate the payment of salary arrears of health workers in phases if the back log cannot be paid at once.

Legal Issues:

A law to provide for the establishment of the Ondo State health management commission and the Ondo State health scheme for all residents of Ondo State and for connected purposes.

This should include Health Financing bill.

Health Boards

- The Hospital Management Board should be reconstituted.
- Primary Health Care Board should be constituted.

Health Summit:

Government should have a health summit involving all stake holders within the first month of commencement of activities. The aim is to sell Government health plans to the populace. Government should meet with all donor agencies representatives in the Country to intimate them with her plans. The donor agencies include USAID, UNICEF, DIFID, NACA.

Publication of the Ondo State Health Policy document

This should be done by policy implementation committee.

State Health Council:

Reconstitute and inaugurate the State Health Council.

Audit of Existing Facilities:

i. An Equipment Audit of all the Health Facilities in Ondo State.

This should be carried out by a team of specialists comprising Physicians, a Biomedical Engineer, a Medical Laboratory Scientist, a Pharmacist and Nurses.

ii. Audit of all Healthcare Facilities.

This team should consist of a Doctor, Architect, and Civil/Structural Engineer. They are to assess the State of the various facilities and recommend how to improve the structure at minimal cost to Government.

iii. A robust Internet connectivity between all the Specialist Hospitals and Teaching Hospitals should be put in place with PAC Systems where necessary.

Specialists Hospitals:

- i.** A Specialist Hospital in each of the three Senatorial districts of Ondo State i.e. Ikare, Akure and Okitipupa should be upgraded.
- ii.** This upgrade will be to renovate the existing physical structures and, provide potable water and electricity power, efficient sewage disposal and equipment that will bring the hospital up to international standards.
- iii.** Standard mortuaries should be built in each Hospital.
- iv.** Specialist hospital in Ondo should be renovated and made a satellite arm of the Ondo State University of Medical Sciences.
- v.** Government should seek accreditation for specialist training from the existing postgraduate medical colleges. The goal is that all the Specialist Hospitals should get accreditation for all postgraduate Fellowship programs in the Country.
- vi.** These Hospitals will serve as referral centers for their surrounding General Hospitals.

Note:

The State Specialist hospital Akure is too overcrowded to allow reasonable renovations. Therefore, the Obstetrics and Gynecology, and Pediatric units should be moved to the premise of the Mother and Child hospital in Akure. This center will now be designated the Specialist center for mothers and children where complete children

and women health care services will be provided. It will serve as a training center for specialist in Obstetrics and Gynecology, and Pediatrics.

The current site of the State Specialist hospital will be upgraded to care for Internal Medicine, Surgery and Dentistry. Thus there will be designated Internal Medicine units, Surgery units and Accident and Emergency units with relevant admission wards. The number of surgical theatres will be increased and there will be adjoining anesthesia recovery room. A well-equipped intensive care unit will be built. Consultant offices, break rooms and conference rooms will be provided. This may entail raising some bungalows to single story buildings.

- Alternatively, the buildings adjoining the Specialist Hospital in Akure could be bought to expand its premise for the facelift.
- State Specialist Hospitals in Okitipupa and Ikare should be renovated and upgraded to take more responsibilities. Designated administration blocks and offices, accident and emergency units, intensive care unit and specialized outpatients consulting rooms should be created. Specialty wards should be provided in each of the Hospital.

Post qualification Specialist Training:

Efforts should be made to train and retrain health workers in the State internally and externally by appropriate Colleges. Specialty and sub-specialty trainings in each department should be ensured.

Specialist coverage of satellite Hospitals:

Consultants at the four Specialist Hospitals should double as Visiting Consultants to the Satellite General Hospitals. Each Specialist and Trainee should be detailed to visit and consult in one hospital regularly for one day in the week as part of his duty. Remuneration for transportation and lunch should be provided. Trainees should be made to do rural postings on rotational basis.

Ambulance services:

This service should be resuscitated and all nonfunctional ambulance vehicles in the State should be repaired or sold off. More vehicles including boat ambulances should be procured as necessary. This could be managed in Public Private Partnership form with registered transport unions or accredited individuals, and controlled by Emergency Services agency.

Medical Social Workers Services:

There should be Social Worker unit within the Ministry of Health and in hospitals to co-ordinate rehabilitation of people with mental illnesses, disabilities and the physically/mentally abused and also to finance their bills.

Primary Health Care:

- i. The Primary Health Care Board should be constituted and inaugurated with a full time Chairman in alignment with the National Board, which has a fulltime Chairman.
- ii. The State Government should key into the Federal Government's program on revitalizing Primary Health Care, so as to avoid duplication of efforts.
- iii. Local Government Health Authorities should be constituted and Primary Health Care committees should be reactivated at the LGA, Ward and Village levels, in accordance with National Guidelines.
- iv. The number of Health Facilities should be reviewed to ensure effective management i.e.
 - One fully functional Basic Health Centre (BHC) per political ward.
 - One functional Comprehensive Health Centre (CHC) per Local Government.
 - Other existing health facilities could be designated as Health Posts (HP), with only one or two health workers. Such centers would give first aid treatment and screen patients that would be referred to the BHCs and CHCs.
- v. The Basic and Comprehensive Health Facilities should be adequately equipped to deliver National Minimum Health Package.
- vi. Government should employ more qualified health workers including Medical Doctors and Midwives to man the Health facilities.
- vii. The Health Centers/Maternity Centers should be made conducive by adding a staff residential quarter, this can also enhance their constant presence at their place of work.
- viii. The State Government should rehabilitate dilapidated emergency vehicles (tricycles, boats and buses).
- ix. Government at State and LGA should strengthen existing collaboration with International Agencies and Donor Partners.

Preventive Health Services:

Preventive health services such as supplemental immunization, global polio eradication, HIV/AIDS prevention, roll back malaria, onchocerciasis control, and tuberculosis and leprosy control should be strengthened. Baseline data collection on non-communicable diseases should be performed. Family planning and safe motherhood should be promoted.

Central Blood Bank:

A central blood bank should be established in the State Capital.

General and Mono Specialist Hospitals:

- i. Rehabilitation of all the General Hospital should be commenced and dilapidated equipment repaired or replaced.
- ii. The Mother & Child Hospital in Akure should be resuscitated.
- iii. The Mother & Child Hospital and the Trauma Centre in Ondo should become an integral part of the Ondo State University of Medical Sciences.
- iv. An Oncology Center for cancer prevention, treatment and research should be established in Owo in collaboration with international organizations.

Road Network

In order to improve access to Health Care Facilities, rehabilitation of roads and environmental beautification should be commenced. This should include, rural, intra-city and inter-city roads. Water ways should be cleared of debris.

Health financing

❖ State Health Insurance

- i. Health financing bill should be passed. A board should be constituted and inaugurated.
- ii. Accreditation of all tiers of public and private health institution for services should be commence.
- iii. Accreditation of Health Maintenance Organization should be performed.
- iv. Registration of enrollees should be commenced.

- v. Sensitization and advocacy involving religious, traditional, political leaders, media and the general public should be commenced.
- vi. Stakeholder's forum to include union members, local and international donors, philanthropists, people in the diaspora, health care providers, HMOs and Government should be held to fine tune the project in a form acceptable to all.

❖ **Revolving funds:**

Revolving funds for drugs and other medical consumables should be re-introduced into the Hospitals, strengthened and adequately monitored.

❖ **Public Private Partnership**

Government should encourage private organizations to participate in the establishment and support of healthcare programs, e.g. laboratories, mortuary services and pharmaceuticals.

❖ **Donor Agencies**

Government should strengthen partnership with local and international donor agencies.

3.2 MEDIUM TERM

(6mths – 18mths)

Health financing

Establishment of State Health Insurance Scheme should continue.

General and Mono Specialist Hospitals:

The Neuro Psychiatry Hospital Akure should be upgraded to meet International standard for the training Doctors and Nurses in the specialty.

The Kidney Care Centre in Ondo Town should be integrated into the Teaching Hospital and upgraded to International Standard.

Provision of a Central Reference laboratory:

The need for a good nationally and internationally accredited reference laboratory is essential in the State.

Health Festivals

Repeated health festival should be carried out at the three Senatorial Districts e.g. Eye surgery, herniorrhaphy, chronic disease and cancer screening, De-worming of School Children.

Oxygen Plant:

Construction of oxygen extraction plant in the State Specialist Hospitals.

Other medical consumables and equipment industries.

- Establishment of consumable and equipment industries through Public Private Partnership.
- Capital flight is a major problem in the State, we should look for a way to attract Pharmaceutical Industries into the State and produce pharmaceutical products right here.

The Water Dam Project:

Government should revisit the Owena, Oni, Ose I, Ose II and Awara Dam reticulation projects to ensure adequate supply of potable water to the State. This can be carried out in phases.

Road Network

Rehabilitation of roads and environmental beautification should continue. This should include, rural, intra-city and inter-city roads.

Mid-Day Meals in Schools.

Provision of mid-day meals to pupils in Primary Schools in order to improve their nutritional status at subsidized cost. This responsibility should be shared with the Local Government Authorities. The food vendors must be accredited by the Government and monitored by sanitary inspectors. Good eating habits, good hygiene should be taught and encouraged.

School Sports:

Competitive School Sports should be introduced to the Primary and Secondary Schools.

3.3 LONG TERM:

Uninterrupted Electricity:

Solar power and all forms of renewable energy should be installed at each Health Facility.

Communication Network:

Construction of roads and environmental beautification should continue. This should include, rural, intra-city and inter-city roads.

Internet services should be upgraded.

Waste Management:

Conversion of wastes to wealth through recycling of wet and dry waste materials.

Public Private Partnership should be encouraged.

Construction of open sewage system in the major cities.

Medical Consumables Industries.

Construction of medical consumable industries should continue. These are to produce infusions, syringes and needles, cotton wools, balms, lotions etc.

Maintenance of existing infrastructures and equipment:

This is should be made a matter of policy to be entrenched in Government Health Facilities.

SECTION 4 CONCLUSION.

The initial improvement in Health Care Services in Ondo State seen in the first term of the last administration seemed to have waned due to poor sustainability plan. In order to revert this trend this strategic plan provides simple cost effective measures that are achievable within the first tenure of the incoming administration. We have put into consideration the sustainability of the Health programs especially as it concerns health financing even after this administration's second term in office. Important issues are the establishment of postgraduate training in the Specialist Hospitals, a cancer treatment center, a central blood bank, a reference laboratory, and the introduction of State Health Insurance Scheme. The need for social amenities like portable water, effective and healthy waste disposal system, midday meals for pupils and environmental sanitation have been stressed. To help in ensuring that consumables are readily available we have advocated the establishment of small scale industries that will not only provide the consumables but will generate funds for the Government. Although, the projects implementation programs have been loosely classified as Short, Medium and Long term we are aware of the fact that some projects may extend beyond their time bound. Importantly public enlightenment is very paramount to the success of the programs.

CHAPTER 3

AGRICULTURE AND NATURAL RESOURCES DEVELOPMENT

SUBMITTED BY

SUB-COMMITTEE ON AGRICULTURE AND NATURAL RESOURCES DEVELOPMENT

PROFESSOR YEMISI AKINYEMIJU

Chairman

MR. AKIN OLOTU

Secretary

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EXECUTIVE SUMMARY

Ondo State, situated in the South West of Nigeria, is endowed with favourable ecological and climatological conditions to support cultivation of large variety of crops. The rich forest topography hosts various wide life species and it has a fairly large population life (3.4 million – according to 2006 Census) out of which 70% are farmers or derived their livelihood from farming related activities. The population provides a readily available domestic market.

To crown the above, there are streams, rivers, and flood plains that can be harnessed for irrigational practices with a long coast line that can support coast line/fisheries activities.

In spite of the natural endowment, the State like some other States in Nigeria faces acute shortages of staple crops and livestock products because of overdependence on food imports, like rice, wheat, dairy, fish and fresh fruits which gross about \$22 billion annually (Agric Sector Policy Roadmap, the Green Alternative FMARD documents).

With the dwindling oil revenue witnessed in Nigeria, it has become imperative to make strategic development in the critical sectors of Agriculture and Natural Resources to:

- (i) provide employment for our teeming youths and women that are largely unemployed;
- (ii) generate revenue for government to enable it meet its socio-economic obligations;
- (iii) provide raw materials for our agro-based industries;
- (iv) generate foreign exchange for the country; and
- (v) guarantee food security to the citizenry.

The purpose of this document is to provide for the incoming administration of Barrister Oluwarotimi Akeredolu (SAN), a disciplined approach towards building an enduring agro-business in Ondo State that will return the lost glory of agriculture, solve the identified problems, establish private sector engagement while government facilitates as well as provide supporting infrastructure, systems control processes and oversight.

In achieving the above goal, it is agreed that the State MDAs will take on more of regulatory role.

Existing Problems of Agriculture in Ondo State

Myriads of problems that bedeviled agricultural production and development in Ondo State were identified and analysed. They include but not limited to the following: Institution,

Inadequate data information, human capacity development, market, financial support/grants, nomadic cattle rearer menace, poor Internally Revenue generation/produce inspection. Also limiting to arable crops and livestock/fish production are land issue, modern techniques of production, posts harvest losses, poor knowledge of fund management and the use of obsolete equipment. The forestry sub-sector has the following problems to contend with: Illegal felling, Flitching and increased unauthorized felling of trees which led to massive deforestation, massive encroachment by cash crop settlers/farmers, Indian hemp cultivators, weak institutional arrangement and poor forest law enforcement.

Despite the fact that Ondo State leads in the Nigerian production of cocoa with a total production output of 80,000 metric tons in the current production year, the following problems subsist: The pioneer plantations and owners are old with some of the farms now abandoned. There are poor agricultural practices, poor or non-fermentation before drying, poor or no pruning of very old cocoa tree, rampant adulterated chemicals, very old seed gardens, weak produce inspection procedures.

General Recommendations

The following guiding principles are key to unlocking the potentials for a flourishing green economy in the State:

- Paradigm shift from agriculture to agribusiness;
- Fair access to means of production and resources; and
- Value-chain approach for the development of crops, livestock and fish/aquaculture subsectors.

For government to achieve a paradigm shift from agriculture to agribusiness, there is the need for re-structuring and re-orientation of the departments in the Ministry to avoid duplication of activities, policy summersault and inadequate budgetary provision and funding.

There should be improved data information on inputs and outputs, good roads, storage systems in preventing the losses of agro products and by-product.

All the 12 departments (with the winding down of IFAD programme) in the Ministry of Agriculture should be retained but charged to be innovative, efficient and pro-active. Their roles should be mainly supervisory. It is recommended that Produce Department should join the Ministry of Agriculture while Forestry Department move to the Ministry of Environment.

The ADP should be retained and strengthened for efficient and effective extension service

delivery. The organization should be made to co-opt Local government Agric Officers into extension services in the State and liaise with organized NGO's and Community Based Organizations (CBO's) for extension services delivery. ICT for e-extension services through a national GSM network should be introduced with the assistance of USAID and CIDA for material and logistic support.

This Committee noted that the loss from farm produce in terms of grading is huge. The Produce Department must be given a mandate to double the State revenue from grading fees etc. There must be a total review of the instrument, process and structure of the produce department for enhanced IGR. WECA should now focus on skill acquisition for the unemployed youths and function as the Agric business arm of the agricultural sector without direct involvement in production.

Previous experience shows that the direct acquisition and management of tractors has not been encouraging and grossly unsustainable. It is recommended that government should encourage cooperative bodies for the establishment of Agricultural Equipment Hiring Enterprises (AEHE). The Fadama National office and the Mechanization Centre of the FMARD will be handy in this wise.

To be more focused and make a remarkable progress in revitalizing all aspects of cocoa industries in the State, the current Cocoa Revolution project should be upgraded to a Cocoa Management Agency (CMA).

As a guiding principle, the committee decided that government should dissuade itself from direct production except where it is inevitable. The decision is premised on the catalogue of woes recorded in the past and non-sustainability of the model. The lean purse of the government at all levels and the anticipated huge debt profile the new administration might inherit, are further indicators of the need to "Think a new and act a new".

In concluding this brief, the committee had come up with 18 quick win agenda which could attract and impact beneficially on people within the first 100 days in office. This is germane in view of the forlorn state of hope of the people of Ondo State occasioned by a paralyzed economic sector and catalogue of woes in the civil service.

However, we must bear in mind that it is not enough to formulate good policies, clinical implementation is crucial and it is a factor of effective monitoring. Two strategic groups namely, Ondo State Think Thank (ODSTT) and Strategic Policy Implementation Monitoring Group (SPIMG) are therefore recommended.

SECTION 1 Constitution of the Sub-Committee on Agriculture and Natural Resources

1.1 Membership

NAME	
1. Professor Yemisi Akinyemiju	Chairman
2. Mr. Akin Olotu	Secretary
3. Dr. Dapo Oloye	Member
4. Dr. F.A. Akinsanmi	Member
5. Dr. Victor Akinduro	Member
6. Professor Oluwasola Agbede	Member
7. Professor Michael Faborode	Member
8. Professor Olumide Tewe	Member
9. Mr. Ropo Adesiyanka	Member
10. Mr. A.J. Yaro	Member
11. Chief J.M. Maggie	Member

ACKNOWLEDGEMENT

Members of the Committee, from the private and public sectors as well as non-governmental organizations (NGOs), are immensely grateful for the opportunity to serve in this capacity as part of the team to develop a blue print for the Barrister Oluwarotimi Akeredolu in-coming administration in Ondo State. We thank the Governor- elect for this opportunity.

We also acknowledge the sincerity of purpose of the Steering Committee ably led by the Deputy Governor- elect, Honorable Agboola Ajayi, the Transition Committee led by Engr. Funso Kupolokun and the hard working Steering Committee Secretary, Mr. Kunle Adebayo together with the secretariat staff.

We are also grateful to the numerous organizations and individuals who interacted personally with the Committee or presented memoranda or both. We appreciate the contributions of the numerous individuals and organizations that were consulted for documents and/or information by members of the Committee.

Finally, we are grateful to God Almighty for His abundant mercies.

SECTION 2 INTRODUCTION

Ondo State is one of the South Western states of Nigeria with a low land tropical rainforest type with distinct wet and dry seasons. The state enjoys luxuriant vegetation with the rain forest in the south bordering on the long coastal line/ mangrove swamp forest and the derived savannah forest in the northern fringe. There are numerous rivers and creeks around the state, like Owena, Oluwa, Ose, and Ogbese.

The state covers a land area of 14799km², with a population of (according to 2006 census) 3,441,024 of which about 70% are farmers or derived their livelihood from farming related activities. The state is bound by Kogi state in the north; Ekiti, Osun and Ogun states in the east and by the Atlantic Ocean in the south with the longest and deepest coastal line in Nigeria.

Since the inception of the state in 1976, it has enjoyed the governance of 17 chief executives which include military and civilian administrations. The outgoing Governor administered the state from 2009 till present leading the way for the incoming government of Barrister Oluwarotimi Akeredolu (SAN).

It is not an overstatement or exaggeration to say, that the two critical sub sectors in focus (Agriculture and Natural Resources), in Ondo state are in state of coma. The sub sectors are demanding immediate action.

The dwindling oil revenue, which has been the main stay of national economy, makes a strategic development of the two critical sub sectors an imperative and not an alternative.

There should be a clear departure of government from being directly involved in agricultural production (as an enterprise). There is a need for massive re-orientation and re-training of government officials (including extension agents) as stakeholders in discharging their duties as facilitators of a private-sector-led market-driven sustainable agricultural sector. This will necessitate institutional restructuring and reform.

In response to the current deplorable state of affairs in Ondo State, the incoming administration of Barrister Oluwarotimi Akeredolu (SAN) in his campaigns and maiden address reiterated his desire to concentrate on:

- Job creation through Agriculture, Entrepreneurship and industrialization
- Massive infrastructural development and Maintenance,
- Promotion of functional education and technological growth,

- Provision of accessible and qualitative health care and social service delivery,
- Rural development and community extension services.

From the forgoing, the purpose of this document is to provide a disciplined approach towards building an enduring agribusiness in Ondo state that will solve the aforementioned problems and establish private sector engagement while government facilitates, as well as provides supporting infrastructure, systems control processes and oversight. The key state MDAs will take on more of regulatory role to ensure a nuanced commercial development of the market necessary to close these five gaps.

The success of this new strategic development and policy formulation driven by various levels of engagement of market place participants, farmers, state, investors, financial institutions and communities will ensure a better future for our people in Ondo State.

The adoption of this developmental intervention in translation as a pragmatic approach, will give recognition to the Ondo state as a force in Nigeria from a global stand point.

In our collective estimation, the present state of the Nigerian economy and those of the constituent States require a quick and immediate recourse to agriculture to stave off hunger and starvation and make the people able to contemplate necessary reforms, some of which may be painful. However, the ultimate solution to our problems is the enthronement of a knowledge-based credible and effective planning and implementation system with well-organized inter-sectoral (within the state), nation-state and state-state collaboration and synergy. SDPIC as whole must acknowledge that such a sophisticated (not necessarily complicated) national planning architecture is currently lacking in Nigeria, hence the root of our problem. The key point, however, is that a knowledge-economy as we have in the advanced countries and our comparable newly developing Asian countries such as South Korea, Singapore, Malaysia, India etc, is based on a functional and successful education system. An agricultural plan, for example, on the old framework of aged farmers using cutlasses and hoes in contempt of modern ICT based farming technologies will produce the same old results of stagnation and failure. This implies that a well-grounded education ecosystem is key to the success of all other sectors, hence the need for inter-ministerial synergy.

2.1 GENERAL PRINCIPLES/PHILOSOPHY OF INTERVENTION

The following considerations are imperative to ensure that our efforts yield desired results:

In addition to her highly resourceful human capital and mineral resources of oil and gas, and bitumen, Ondo State is endowed with abundant agricultural and natural resources that can be properly harnessed and exploited as the bases of her food security, industrial and social prosperity and economic competitiveness, that can even surpass other highly endowed and performing states such as Lagos and Rivers. That the State is in its present state of being unable to fulfill her most basic obligation of promptly paying workers the wages of their labour is a matter of great concern to all her citizens, not least a new political leadership that must fashion out well-reasoned and effective responses/interventions that will restore the capability and dignity of her peoples. The state must be properly guided and inspired to rediscover her potentiality for greatness, prosperity and global competitiveness. The sub-committee on agriculture and natural resources has the most urgent duty to provide the governor-elect with quick wins to enable him win the heart, confidence and thrust of the people from his Day 1 in office.

SECTION 3 CURRENT STATE OF AGRICULTURE AND NATURAL RESOURCES IN ONDO STATE

Existing problems which have been identified over time in the Agricultural and Natural Resources sector include but not limited to the following:

3.1 AGRICULTURAL SUB-SECTOR

The deplorable state of Agricultural sub-sector in Ondo State calls for urgent/rapt attention and this can be optimally addressed if the identified existing problems that brought the state to the present conditions are looked into. These problems, which have been identified over time, include but not limited to the following:

3.1.1 INSTITUTIONS

A. GOVERNMENT

- Duplications of supervisory activities in some of the MDAs have led to outright waste of money and resources. Example of such is the State Ministry of Agriculture and Wealth Creation Agency (WECA), which are saddled with the responsibility of performing similar functions.
- Inadequate budgetary provision and funding of Agricultural projects have been identified as one of the numerous problems militating against greater achievements especially in the implementation of Agricultural policies.
- Policy summersault in Agriculture as a result of instability due to changes in government, as every new government wants his own Agricultural policies upheld, not looking at the relevance of the policies made by his predecessors.
- Lack of clear policy thrust to drive Agricultural investment in the state, for example, the complete absence of Agricultural investment unit to facilitate commercial agricultural production and processing in the state overtime have been of a great concern. There is absolutely little or no effective standards for most Agricultural commodities, especially staple food crops/produce.

B) NON GOVERNMENTAL

Old farmer Associations in the state are not structured and positioned to operate efficiently and effectively under an agribusiness atmosphere

DATA ACQUISITION

Adequate data on various Agricultural factors like inputs and outputs, climate and market information etc. which have been identified as a bane for successful and effective Agricultural planning have not actually taken the rightful place in the state.

INFRASTRUCTURE

- Problems associated with land and its acceptability for agricultural activities in the state,
- Inadequate processing facilities and high operational costs have again been identified as serious impediments to Agricultural growth in the state.
- High cost of transportation which is largely due to the poor rural roads and inadequate transportation vehicles.
- Inadequate appropriate/modern technologies and unstable power supply overtime which led to labour scarcity arising from rural / urban migration.
- Poor storage systems resulting in losses of agro products and by-products.

Human Capacity Development

The present crop of Farmers in the state is phasing out due largely to old age and lack of interest in farming by the teaming youths. This is due largely to the inability of the sector to engage modern agricultural practices due to the paucity of extension agents and the concomitant inability to transfer appropriate modern production technology.

Market

Marketing of Agricultural produce is a very important aspect of agriculture as it determines the interest of every participant within the value chain. Perennial problems associated with marketing include: poor pricing of agricultural products, lack of market access, price instability as well as seasonal market saturation which often results into artificial glut and subsequent wastage. Marketing of farm produce in the state will not allow government to benefit in terms of IGR.

Financial Support/Grants

Poor access to credit facilities, high interest rates and lack of window for multi-year credit needed for agricultural investment having long gestation coupled with high cost of agricultural inputs are serious problems in the agricultural sector. Scarcity/unavailability of inputs sometimes disrupts the sequence of agricultural operations which may affect the sector in its entire entirety.

Normadic Cattle Rearer

The menace of the cattle rearers call for urgent government interventions as several lives have been lost with hundreds of people homeless in the State. Therefore, Ondo State needs to take proactive steps to avoid the repeat of what happened in Northern Nigeria possibly through appropriate legislations.

3.1.2 INTERNALLY GENERATED REVENUE

a. CURRENT POSITION OF COCOA PRODUCTION

The old Ondo Province was a major hub of cocoa production in the old Western Region, while the current Ondo state with an estimated 180,000 farmers (8%) amongst the agricultural population in the State involved in the cultivation and production of Cocoa still leads the national cocoa production output with a total production of 80,000 metric tons in the current production year, giving Ondo state the number one cocoa production slot in the country

- The pioneer plantations are now old, owners are either dead or very old, given the farms to share croppers and renters with most farms abandoned.
- There are no good agricultural practices again as advocacy is also dead. Processing of fresh beans now witness poor or non-fermentation at all before drying. Pruning of cocoa trees have been abandoned. These conditions lead to annual decrease in output and very poor quality of dry beans.
- The markets are flooded with adulterated chemicals and strict produce inspection procedures have been neglected. Exporter now penetrates into cocoa farms in direct link with farmers, sidelining licensed buying agents. Export drop marks no longer exists and cocoa beans are now exported with bags carrying foreign drop marks.
- Ondo state forest reserves are now seriously encroached with haphazard establishment of cocoa farms.
- Cocoa seed gardens are very old and seriously encroached upon, hybrid seedlings production is no longer regular and farm lands are seriously depleted of nutrients.
- Urbanization is progressively reducing the size of cocoa farms in the state. Youth are currently not interested in cocoa farms but prefer the uncontrolled marketing aspect. The state is losing revenue from grading fees and the annual national graded tonnage due to smuggling of our cocoa beans to neighboring states, especially Edo State.

Exported beans are seriously adulterated by cocoa merchant.

b. Produce Inspection Services

- In terms of remunerative rural employment, cocoa offers opportunities to the Ondo State people through cultivation, harvesting and marketing of cocoa; which translates into a number of miscellaneous categories of workers such as Merchants (25 Nos.), Licensed Buying Agents (142 Nos.), cocoa transporters, cooperative societies and employees in the cocoa processing industries (7 Nos).
- Cocoa has equally made important contributions to Internally Generated Revenue (IGR) of the State. For instance, between 2012 and 2016, the revenue generated from grading of major produce increased from N255,101,059 to N348,686,507.00, giving an average of N314,634,195.67. This derives from improvements recorded for major produce in 2016. Cocoa (79,928.5 MT), Palm Kernel (17,362 MT), Cashew nuts (1,486 MT) and Rubber Latex (7,128.79 MT).

Level of revenue generated is hamstrung by a number of factors:

- Low staffing
- Low funding for supervision of inspection and grading activities arising from lack of vehicles.
- Poor office accommodation including inadequate office equipment and uniform.
- Low capacity training in modern produce quality certification.

c. PRODUCE ANTI-SMUGGLING AND PEST CONTROL

The Department of Anti-smuggling and Pest control was upgraded from a unit on the 30th of March 2014 with the aim that the directorate will enhance the productivity of the ministry. Hence the broad objective of the department is to enforce Produce Law and circulars issued from time to time by the ministry to regulate the activities of stakeholders in Produce trade and to ensure (being the only statutory body in charge of Pest control activities) that farm lands, produce stores, warehouses and government buildings are de-infected and/or fumigated as the case may be.

Below describes the present situation in the Department:

- i. **Staff strength:** The department presently has ninety (90) staff comprising: Produce Superintendents (field staff) <84 in numbers, Assistant Directors (management) <4 in numbers, a Driver and one clerical assistant.
- ii. **Area of coverage:** The activities cover the supervision of Exit/border posts (19 in numbers), Inland/Dry Ports (Bonded Warehouses) 17 in numbers, Produce Processing factories (11 in numbers) comprising 5 cocoa factories, 4 palm kernel factories, One rubber factory and one palm oil factory. Field staffs are also posted to the Control Posts located in each of the factories to check smuggling of Produce and ensure strict adherence to the law.

In view of the various Anti-smuggling measures put in place, the grading figures of cocoa and other “applicable produce” have been on the increase. For example, in 2016, Produce Department graded about eighty thousand (80,000) metric tonnes of cocoa, the highest in the annals of cocoa trade in Ondo State. With this figure, and at an average price of one million naira per ton of cocoa, about eighty billion (N80 billion) naira was injected into the economy of the State in 2016. Furthermore, with a tariff of three thousand and five hundred naira per ton of cocoa, government was able to realize about two hundred and eighty million naira (N280, 000,000.00). as part of its responsibilities, the department, in the course of discharging its duties, generates revenue in the form of fines and toll fees on palm oil and Kolanut, moving across the State borders.

CHALLENGES

Identified constraints are as follows:

- i. Lack of office accommodation for staff at exit posts. Only four (4) of the nineteen border posts were constructed by the government (2 completed and two under construction). Others are yet to be awarded.
- ii. Lack of operational vehicles for anti-smuggling operations across the State.
- iii. Inadequate staff to man the Control Posts.
- iv. Inadequate uniform and accessories
- v. Lack of security for the patrol squad and for staff at the exit posts.
- vi. Inadequate training of field staff.
- vii. Inadequate funding of the department.

ARABLE CROPS PRODUCTION

A good and thriving arable production system creates opportunities for food security and wealth creation. Arable are very critical not only for human consumption, but also as raw materials for the livestock and processed export produce such as pounded-yam, garri, cassava starch etc. The geography and climatic factors in Ondo State limit the cultivation of most arable. For example, the limited available land in the South and Central Senatorial Districts of the State imposes a limitation on size of land potentially available for arable crops. The other senatorial district located at the fringe of humid savanna offers a better opportunity for larger hectare cultivation of arable crops. However, a common limiting factor in the State is the knowledge base. Knowledge of production technology has been grossly inadequate, hence the farmers reliance on obsolete farming tools which also is not attractive to the youths.

LIVESTOCK, FISHERIES AND AQUACULTURE

Background information

Ondo State needs to do a lot to uplift the availability and uptake of animal protein of its citizenry. Despite the enviable potentials in the sub-sector, our Livestock, Fisheries and Aquaculture production are still at a very low ebb in the south west. A massive effort is required across the value chain of poultry (both egg and meat production), pig, sheep and goat, cattle rearing (beef and dairy) and grasscutter, rabbitary etc.

Riverine Communities- Special attention should be paid to this sub sector in the earnest effort of the state to develop the Niger- Delta area of the state. It is expected that such bid will create employment, particularly for the vulnerable group (youth and women), and turn around the entire livelihood of the rural poor in the area. At this junction, we must emphasize that the Lagos fish/beef market is huge and Ondo State should plan to take a huge chunk out of it through fish/cattle rearing which will create huge wealth and employment for the state

LIVESTOCK

POLICY THRUST

Developing a thriving livestock industry for job creating opportunities and is a major contributor to the state GDP and IGP. And also to capture a reasonable percentage of the huge meat, dairy, egg (beef, dairy, egg and broiler) market in the south west using a PPP approach and leveraging on support from all sources both local and international.

CONSTRAINTS

- Competition with live stocks for maize by human being and other feed ingredients by human being
- High cost of feeds for the various classes of livestock
- Access to land
- Access to input (legumes and cereals)
- Low grain cultivation in the state
- Non availability of supporting enterprises like brewery e.t.c
- No available commercial laboratory for feeds produced from toll milling.
- Poor knowledge and facility for meat processing and packaging.
- Moribund government hatcheries and broiler processing plant.
- Neglect of indigenous cattle breeds (Erinla).
- Ignorance about potential of small ruminants as pathway to wealth
- Erratic power supply
- Poor extension services
- High interest rate on loan
- Poor storage facilities
- Poor marketing strategies
- Unfavorable federal government disposition to pig production
- Environmental challenge posed by livestock waste when not properly handled and complaints by neighbours.

FISHERIES AND AQUACULTURE

Aquaculture is widely practiced throughout Ondo state, in major urban centres such as Akure, Owo, Ondo, Ikare etc. In the southern senatorial district, they are predominantly artisan fishermen. The State parades an army of fishermen that are largely youths and retirees. The potential of the state is great in the value chain, but again the state is not yet at the starting block. Cat fish is the major type of fish in the state, but the market potential for tilapia is huge.

CONSTRAINTS

- Unorganized marketing; there is no infrastructural support for fish marketing.
- High cost of feeds as feeds are not been produced locally
- Inbreeding which results in low quality of juveniles and fingerlings
- Poor knowledge of fund management
- Adulterated feed
- Zero extension services
- Poor access to credits and high interest rates
- Huge post-harvest loss
- Poaching of fish at night
- Lack of interest in the production of shrimps, prawn etc.

ABANDONED GOVERNMENT OWNED AGRICULTURAL ENTERPRISES/ PROJECTS IN THE STATE

The followings are abandoned:

- Sun shine Fisheries and Feed mill
- Sun Shine Honey
- Akunu Cattle Ranch
- Mini Cold Room at Igbekebo
- Uncompleted three AGIP Oil PLC donated fish hatcheries
- Fifty-hectare pilot sugar cane seed multiplication at Ojigbo Bini
- Poultry complex at Oba Ile road
- Oil Palm Estate, Okiti pupa (with several litigation)

NATURAL RESOURCES SUB- SECTOR

- FORESTRY

The following describes the current situation of the sub-sector in the State:

- Forest exploitation and utilization
- Forest conservation, regeneration and environmental forestry and,
- Wild life managements, ecotourism and park development.
- Reducing emissions from deforestation and forest degradation (REDD+)

Forest Area

- i. Ondo State has a total forest area of 5,600 sq. km (560,000 ha) with forest reserves, totaling 17 (seventeen), of 3,037.17 sq. km (303,717 ha) set aside for development, of which 282.35 sq. km is designated Game Reserve (now developed into Osse River Park). The remaining 9.199 sq. km (919,900 ha) of the State total land area called Free Area is occupied by other land users, farmers and industrialists.
- ii. The timber from the forests serves as source of raw materials for 650 functioning sawmill units classified as medium and small-scale wood processing industries. They are owned and managed by small entrepreneurs who are major employers of labour, and two (2) plywood industries.
- iii. Successive governments have managed the natural forest in order to stabilize its ecosystem through the application of some management techniques like merchantability rule, area basis assessment and massive reforestation of degraded areas with fast economic trees.
- iv. Efforts in plantation development programme resulted in the establishment of Ondo State Afforestation Project (OSAP) Lisagbede, and Forestry Trust Fund (FTF) with Plantations established in three Senatorial Zones of the State.
- v. The State Forest estate had undergone tremendous changes in quantity and quality due to:
 - Increased population and economic growth which more or less drive up demand for forest products, particularly timber. This leads to increased authorized felling, illegal felling, flitching and hence massive deforestation.
 - Dramatic emergence of massive encroachment by cash crop settlers/farmers and

Indian hemp (*Marijuana sativa*) cultivators. Both operations have degraded large portions of the forest estate and rendering them unproductive up to 45.82% (1,391.63km²) as at the 2007 Survey and boundary delineation exercise. However, unofficial estimate (ground trothing) put this at almost 80.0% (2,429.74km²) as at year ending 2016.

- Weak institutional arrangements and very poor forest law enforcements
- Non-delineation and maintenance of forest reserve boundaries with attendant increase in forest crimes and escape with impunity through political interference.
- Lack of synergy amongst related government institutions/MDAs such as Ministry of Natural Resources with Ministries of Land and Housing, and Environment and Mineral Resources.
- Insufficient forest personnel especially the Technical Cadre and poor capacity building.
- Lack of access roads to forest reserves and inadequate operational facilities to security outfit like Joint Task Force. Hence, impeding the ease of curtailing forest offences.
- Lack of working equipment such as forest-oriented vehicles and motorcycles for supervision and monitoring of forestry operations.
- Low funding of forest operations.
- Negative actions of government itself on issues concerning the forest – i.e. Government harnessing portions of the forest estate for other land use without following due process on deforestation. e.g. Oluwa Industrial Park and Sunshine Agricultural village in Oluwa (OA3) Forest Reserve and Omotosho Power Plant, Omotosho in Oluwa (OA2) Forest Reserve.

BIODIVERSITY CONSERVATION

Osse River Park

Efforts at developing and conserving the biodiversity potentials of Ifon Forest (Game) Reserve (282.35 km²) for long-term conservation benefits of the State resulted in its transformation to **Osse River Park** (Wildlife Sanctuary) in 2006 leading to the following Phase 1 achievements:

- Development of a Management Plan
- Development of Infrastructural facilities.
- Construction of all-season 15 km Earth Road from Ipele – Idoani Road to River Osse
- Construction of Gate Station
- Construction of Gate Station Restaurant and Grocery
- Construction of Office Block, Ranger’s Lodge and Malimbe Ecolodge and Picnic Groove
- Construction of Nature Trails.
- Delineation of Inner Core and Buffer Zone with installation of Pillars and Signposts.
- Cleaning and installation of beacons at the external boundary.

Constraints

- Inadequate to complete phase activities
- Devastation of the ecosystem through encroachment, illegal logging and flitching
- Inadequate man power.
- Inadequate patrol vehicles and motor cycles

Reducing Emissions from Deforestation and Forest Degradation (REDD+)

Department/Programme

- REDD+ is a global carbon forestry incentive to mitigate and adapt to climate change. It emerged out of negotiation under the platform of United Nations Framework Convention on Climate Change (UNFCCC) and being supervised by United Nation.
- The REDD+ initiative is aimed at:
- Rewarding developing countries that reduce greenhouse (GHG) emissions through sustainable management and conservation of forest ecosystem in order to enhance carbon stock.
- Aids the creation of financial value for carbon stored in trees, thus making forest more valuable than cut down.
- Generates other benefits that are non-carbon in nature.
- REDD+ programme started in 2009, but Nigeria’s membership to the UN-REDD

Programme was in 2010, with the signing of partnership agreement with UNDP for support to develop and implement its REDD+ programme in 2012.

- Cross River State was the first State in Nigeria to benefit from the UN-REDD+ facilities in the development of the Pilot Programme. In July 2015, the programme was extended to two other States including Nassarawa and Ondo States out of twelve (12) competing States in Nigeria for inclusion in the Programme.
- Therefore, REDD+ Programme has been elevated to the status of a ***full-fledged Department*** by Exco Approval in May, 2016. Financial provision is being made for the take-off of Phase 1 (Readiness Programme) in 2017 Budget under preparation by the out-going administration.

The Readiness Programme (spanning 2 – 3 years) includes:

- Capacity Building
- Stakeholders Engagements
- Constitution of Steering and Technical Committees
- Policy and Legal Framework
- Forest Monitoring and surveillance
- Monitoring Reporting and Verification
- Moratorium on logging and compliance.

Achievements:

- Two Pilot Project Forest Reserve centres approved: Akure Forest Reserve and Osse River Park
- Office accommodation
- Pioneer Senior Staff (2 Nos.)

Benefits

- I. Ondo State to benefit from the \$3.8m grant from the World Bank along with National Secretariat of REDD+ and Nassarawa State.
- II. Non-Carbon co-benefits of implementation:
 - Improved forest governance/sustainable forest management

- Capacity Building
- Provision of GIS Laboratory/Equipment
- Ecosystem services provision
- Climate change adaptation
- Improved livelihood of adjoining population
- Support of social and cultural values of the people.

3.2 Ondo State Afforestation Project (OSAP),

Lisagbede in Odigbo Local Government established in 1979 through a combined funding by the International Bank for Reconstruction and Development (IBRD), African Development Bank (AfDB), Federal Government of Nigeria (FGN) and Ondo State Government (ODSG) with the primary objective of establishing *Gmelina arborea* to provide raw materials to the Federal Government owned Nigerian Newsprint Manufacturing Company (NNPMC) Ltd, Iwopin, Ogun State; provide employment and social services to adjoining communities.

Presented below describe the current situation obtainable:

- Existence of a total of 18,885 ha of *Gmelina arborea* plantation, where the trees have overgrown pulpwood stage and now being harvested for timber, 12,175 ha of Teak, 19 ha of Pine and 10 ha *Nauclea spp* and 3,514 ha of Teak and *Gmelina* inherited from Pre-project.
- Availability of sawmill and furniture workshop.
- Availability of various infrastructural facilities: Office Complex, residential quarters, mechanical workshop, fuel dump, health center, cooperative supermarket, and community hall.
- Agricultural facilities - Oil palm plantation (20 ha), cashew plantation (20 ha), fish pond (2 Nos.) of 2.5 ha sizes each and 8 ha earth dam.

Constraints:

- Poor funding resulting in lack of maintenance and eventual deterioration of facilities.

- Massive encroachment (by farmers), illegal felling and flitching of Gmelina trees and indigenous trees.
- Poor access road to the project i.e. the 25Km earth road linking the Project headquarters to Ore – Sagamu expressway is in a deplorable condition.

SECTION 4 GENERAL RECOMMENDATIONS

4.1 AGRICULTURE

In order to address all identified constraints by evolving policies, strategies and programs that will make the state (her government and people) and investors to tap into the sector to unlock her potentials for a flourishing green economy, the following guiding principles are keys.

1. *Paradigm shift from direct agricultural production to agribusiness.*
2. *Fair access to means of production and resources such as land, modern production technology and low interest rate financing.*
3. *Value-chain approach for the development of crops, livestock and aquaculture subsectors which are mainly.*
 - *Input supply*
 - *Production*
 - *Storage and processing/utilization*
 - *Agro-transporting*
 - *Marketing and consumption. This will necessitate a commodity-based approach, in which case every farmer/agro processor will be obliged to join the commodity association of his economic interest.*
4. *Sound environmental management and climate smart approach together with relevant and adaptable technology transfer generally. Our natural resources (land, water and forest) must be treated as our heritage and our future.*

4.2 INSTITUTIONS

A. GOVERNMENT

The need for re-structuring and re-orientation to ensure that the purpose of the paradigm shift from direct agricultural production to agribusiness is achieved cannot be over-emphasized. A review of what is on ground presently is needful.

1. Ministry of Agriculture (13 Departments)
2. Agric. Development Programme (ADP)
3. Agric Input Supply Agency (AISA)

4. Wealth Creation Agency (WECA)

5. Ministry of Natural Resources: (6 Departments)

In agreement with the planned transition from direct agricultural production to agribusiness, it is imperative that government involvement in direct production should be limited except where inevitable. The decision is premised on the catalogue of woes recorded in the past and non-sustainability of the model. The lean purse of the government at all levels and the anticipated huge debt profile the new administration might inherit, are further indicators of the need to “Think anew and act anew”.

In the Ministry of Natural Resources currently, there are *two major sub-sectors, which are Forestry and Produce. Produce is recommended to move to the Ministry of Agriculture to become the 14th Department. The Department of Forestry in the Ministry of Natural Resources should move to the Ministry of Environment to create a Ministry of Forestry, Environment and Mineral Resources.* The Departments are reviewed with a view to making them to concentrate on “facilitating, monitoring and over-sight activities”. Also the former departments should transform to value chain desks.

a) **Veterinary Services:** Should be retained and clinics and staff challenge addressed.

Veterinary clinics in the state are almost folding up. Global health is now unified. It is “One Health”, both for humanity and other living organisms. Youth corps Member was the last set of vet doctors in the state. All Veterinary clinics in the State should have One Veterinary Doctor.

Veterinary practice is a revenue generation point for the government. Even when not for profit making, it should be run with revolving funds for drugs once and for all.

b) **Engineering** should be retained but not for direct involvement but rather the Department should be engaged in

- Standard control of tractors, implements and equipment to ensure they are of suitable type for our soil and level of technology.
- Training of Operators and Mechanics.
- Adaptation and promotion of technologies in irrigation, processing and storage etc.
- The department should organize Mechanization fair in the State

- c) **Agric Services Department.** Should be retained but should make use of agricultural officers in the local government Agric desk offices. There should be collaboration between the two levels of government. This should be a formalized arrangement and not a loose one. A lot of assets belonging to the state scattered all over the state are being encroached or stolen because of the lean staff strength of the department.
- d) **Planning and Research:** To be retained but should be made ICT compliant, for data and information purpose. The department should as a matter of policy work hand in hand with **State Center for Information Technology (CITE)** and must be generating data on
- land
 - water
 - Production (yield, hectare under production, price etc.)
 - Processing
 - Marketing
 - Research findings etc.

The department needs a total turn around.

- e) **Tree Crops:**

This department should have a mandate on:

- Cocoa value chain development
- Oil- palm value chain development
- Coffee value chain development
- Rubber value chain development
- Citrus value chain development
- Cashew value chain development
- Kolanut value chain development

Each is under a value chain desk officer as head.

The Department should be given targets as follows:

- Creating minimum of 10,000 self-sustaining jobs per annum for the next 10 years or at least on annual basis for the next 4 years using the small holders scheme
- Revamping coffee and rubber cultivation in Ondo state with a target of nothing short of 1000 hectare planted each year per crop.
- Attracting and facilitating high level investment in the production and processing of the crops.
- Full rehabilitation of the Oda Cocoa estate and production of premium quality cocoa.
- Promoting citrus cultivation and facilitate the establishment of citrus processing enterprise in the state as a private investment.
- Catalyze and promote full value chain development of the tree crops.

Each of the tree crops should have a value chain desk officer as head and who must be knowledgeable and computer literates.

f) Accounts, Agro-Climatology, Finance & Administration

All are necessary and should be retained but charged to be innovative, efficient and pro-active. Agro climatology is especially important to capture the climate change phenomena.

g. Livestock Department: The department should be retained under a new name – ***Department of Animal Production and Husbandry Services with each local government having a Livestock Development Officer*** and sectioned out as appropriate.

The department should attend meetings and work in collaboration with organized livestock commodity associations (e.g. Poultry Association of Nigeria (PAN), Pig Association of Nigeria etc) on monthly or quarterly basis. This is to ensure that targets and standards set for the sector are achieved.

g) Agricultural Development Programme (ADP) should be retained and strengthened for efficient and effective extension service delivery. As a matter of policy, ADP should co-opt Local government agric offers into extension services in the state and liaise with the organized NGO's & CBOs' (Community based organizations) for extension services delivery as well; use ICT for e-extension service delivery with a base in each local government secretariat and Ondo State Agricultural Commodities Association (OSACA) office. This will be done with a National GSM Network and Organizations like USAID and CIDA for materials & logistics support.

h) **FADAMA:** It is a World Bank programme. The structure cannot be tampered with because it was designed by the World Bank and it is uniform across the 36 states of the federation. The state government should urgently address the challenge of land to unlock the huge benefits accruable to the state coupled with the multiplier effect. The 38 facilitators should be mainstreamed into the civil service as extension officers in view of the extensive trainings they have received from the World Bank.

i) **Cocoa Production**

- Cocoa being a strategic commodity in the economy of Ondo State should be accorded due attention. Hence, the Cocoa Revolution Project (CRP) is recommended to be upgraded to Cocoa Management Agency. All enabling requirements should be put in place.
- The Akure commodity exchange should be organized to facilitate the marketing of the targeted highly quality premium beans from the state.
- The chocolate factory should be supported to promote the consumption of the ultimate product locally because of the vita health benefit.
- The current management team of the Cocoa Revolution Project (CRP) has established verifiable relevant linkages with a number of national and international organizations such as the National Export Promotion Board (NEXIM), and a relevant unit of the World Bank.

j) **Produce Inspection Services**

Cocoa Produce Marketing: No doubt, Ondo State is one of the active players in cocoa production and marketing in Nigeria. More prominent is the fact that cocoa grading constitutes a major source of revenue intake for the state. To this end, Mr. Governor must take active interest in the sub-sector with a view to streamlining its activities to the best advantage of the state. Therefore, a stakeholder sensitization workshop of the entire value-chain chaired by Mr. Governor is of essence. This is with a view to put in clear terms the aspirations and expectations of his administration and the need for the sub-sector to key into them for the great good of the state. The stakeholders included are:

- Produce Inspection Services Department
- License buying agents and processors
- Forestry department staff
- Wood-based processing industries

k) **Produce Anti-Smuggling and Pest Control**

There is the need for government to internalize the cocoa value chain to meet the insatiable demand for chocolate, create jobs for the teeming unemployed youth, generate income and improve the country's forex reserve. This can be done through Public-Private Partnership in the establishment of chocolate factory and also by encouraging the establishment of more cocoa dry ports to transfer shipment activities from Lagos to Ondo State.

1. Need for a sea port in the coastal region to ease transportation of Produce meant for export to Tin Can and Apapa in Lagos. This will also inject more money into the economy of the State and create thousands of Jobs.
2. The urgent need to review the Produce and Allied Matters Law 2006 to pave the way for contemporary Produce trade. The need to review the present grading and registration tariffs as practiced by the neighboring States.
3. The need to fortify Produce Anti-smuggling and Pest Control Department with the appropriate tools (such as security, vehicles and more personnel) to improve on the grading figure of cocoa and other agricultural commodities referred to in the First Schedule (Page 47) of the Ondo State Produce and Allied Matters Law 2006 as "applicable produce."
4. The need to fully integrate the pest control unit into the working mechanism of the department by making funds available for pest control activities to avoid degradation of Produce and large scale losses through pest infestation.

The need for the construction of modern Control Posts at the borders and capacity building for the field and management staff.

1. **Agric Inputs Supply Agency (AISA) –**

Should be saddled with a statutory role of:

1. Registration of all agro – inputs dealers in the state.
2. Registration of companies (major) having agents or selling agro-inputs of any kind in the state.
3. Monitoring and control of activities of agro-inputs dealers with power to sanction when need be.

4. Collaboration with research institutes for adaptive trials, testing of seeds and agro-chemical for efficacy and residual effects etc.
5. Seed multiplication and engagement of out-growers.
6. Sales of farm-inputs as a commercial venture (purely as business).
7. To organize farm Input fair for the State as a PPP

1) Wealth Creation Agency (WECA)

The agency should be retained with a reformed mandate. WECA should concentrate on the followings

- Skill acquisition for the unemployed youths
- Follow-up on trainees for access to finance on cooperative society basis.
- Liaising with Ondo State Agricultural Commodities Association for cooperative development; linkage for empowerment etc.
- Market development and networking locally within the state, nationwide and globally in partnership with Ondo State Agricultural Commodities Association.
- It should be the agricultural business arm of the sector without direct involvement in production.
- Promotion of non-traditional crops, livestock, fish, micro-livestock in the state e.g. ginger, cotton, tomatoes, onion, cabbage, kenaf etc. and snails, grass-cutter etc. rearing, through acquisition of necessary skills and modern technology.
- Specifically, be saddled with the responsibility of training the recommended Agricultural Extension Personnel to be hired. The training should be on commodity basis and agro-business.

B. NON-GOVERNMENTAL INSTITUTIONS –

FARMERS ASSOCIATION

Farmers and their associations constitute the nucleus of the sector. The transition from direct Agricultural production to Agribusiness bestows a compelling demand for a pro-active, democratic and well – organized farmer’s association that is commodity based.

To achieve this goal, a technical committee with members drawn from the ministries of Agric, Justice and eminent farmers in the State was set-up with a Retired Permanent Secretary as Chairman, to advise the state government on way forward in agricultural development. The

report of the Committee after sitting for six months and consultation with relevant stakeholders including Federal Ministries of Agriculture and Trade & Investment, Corporate Affairs Commission, National Agric Insurance Corporation etc. led to the birth of -Ondo State Agricultural Commodities Association (OSACA), made up of 25 commodities associations.

- Government should complete the ongoing reform to strengthen the commodity associations and transform the Cocoa Development Fund to Agricultural Development Fund.
- It is recommended that the new administration should build on the structure to guarantee sustainable growth in the sector and enhance revenue for the state. The platform will lead to professionalism in Agriculture and sound development in all ramifications. It will take away a lot of burden from the government and guarantee identification of genuine farmers.

4.3 INFRASTRUCTURE

Substantial investment in infrastructure in the state is essential to rev up agricultural productivity. The current level of decadence of our rural infrastructure is one of the key factors responsible for rural – urban migration of the youths. Ondo State rural area now is largely populated by the aged and under – aged ones. The working aged ones are largely non-indigenes that are in the state to work as farm hands.

Bad rural roads inhibit timely access to inputs and increase costs of production because of transportation cost. It also decreases access to market. More often the cost of transportation out-weighs the selling price most especially during the peak of rainy season when most of the roads have become unpliable. At this point farmers prefer to leave such farm produce to rotten on the farm.

POLICY THRUST

1. Specific measurable agenda for the local government on rural roads
2. The government should declare a State of Emergency on rural community development as follows:
 - Rural roads construction and rehabilitation
 - Supply of electricity to our rural area
 - Rural water supply scheme
 - Provision of facility for common production or processing

3. Government should incentivize private investors to expand pool of rural infrastructure e.g. irrigation, ICT, roads, etc.
4. Set up a multi-stakeholder mechanism to ensure that all stakeholders plan their roles in provision of rural infrastructures (e.g WATSAN, Rural Electrification Board etc.)

AGRICULTURAL FINANCE

Access to farmer friendly credit facility both for short and long term investment is critical, for improved production for all categories of farmers. Budgetary provision for the sector for the past 8 years has been in the realm of 1%.

The issue of collateral has been a huge problem, coupled with the high-risk nature of agricultural investment. Farmers and rural agropreneurs can therefore not be serviced within the financial structure provided by commercial banks. That is why agricultural intervention funds provided by the federal government, are often diverted by banks to service other sectors with lower risk level and quick pay back (e.g. Trading)

The CBN in an attempt to solve the challenge came up with a micro-finance policy in 2005 (revised in 2011) to reach the unreachable in the prevailing conventional web. Ondo state is one of the states in the lowest ring of the ladder in terms of benefiting from this provision.

POLICY THRUST/OBJECTIVE

To rev up the access of farmers/processors etc to friendly credit at the right time with provision for multi-year facility needed by farm enterprises like tree crops, using a PPP framework which will enable clever injection of private philanthropy capital outside government provisions.

4.3.1 INTERVENTIONS/ STRATEGY/ PROGRAMMES

1. Design a special credit scheme to power priority agro-enterprises/commodities. The AFDB intervention in Ijebu-Ode Poverty Reduction Initiative is a good reference. The state can design for instance, a small holder for oil-palm and cocoa cultivation (2 ha on the average) for a target 10,000 hectares per annum. This will translate to 5000 farmers' participant/year. Such project will be geo-referenced; provision could be made for large scale ones too.
2. High level contacts should be made with United Nations Agencies and organizations like FAO, UNDP, UNOPS, GEF, WWF etc. with mandate on Agriculture and Environment (for our afforestation programme) to facilitate the State access to fund.

3. High level contacts with International NGOs' like JICA, USAID, CIDA, KOLKA etc.; national philanthropic organizations like Dangote Foundation, Rockefeller, MasterCard, MTN foundation, BAT foundation etc.; the Oil & Gas Companies mostly for Niger Delta area; the Central Bank of Nigeria (CBN), Federal Ministry of Agric, Fed. Min of Trade & Investment, NDE, Fadama, SMEDAN, Bank of Agriculture etc. to facilitate the State access to fund
4. Increase in budgetary provision for the agricultural sector.
5. Provision of logistic support to assist the farmers in completing the process of Ondo State farmers micro-finance Bank and access to the funds in the Bank of Agriculture.
6. Migration of the State Micro Credit Agency into a Micro-Finance Bank in furtherance of the policy of transforming from direct Agricultural Production to Agribusiness
7. Government should through Micro-Credit Agency set aside yearly Five Hundred Million naira (N500, 000, 000) as interest free loan to empower 1,600 youths and women in agriculture from the 3 senatorial district. They should be specially trained by WECA in the areas of arable crops, livestock and fish farming and empowerment with credit facilities (in cash and in kind) as follows:
 - (i) Arable crop farming- 600 participant @ N250,000 = **N150,000, 000**
 - (ii) Livestock- 500 participants @ N350,000 = **N175,000,000**
 - (iii) Fishery/ aquaculture – 500 participants @ N350,000 = **N175,000,000**

This programme should be supervised by the ministry of agriculture and loan should be repaid in 24 months

8. Government should assist grass-root development and re-awakening of cooperative movement to pull together rural funds.
9. Prompt payment of counterpart fund by the State Government for Agric. related externally funded projects.
10. The government should approach CBN for long tenure loan to facilitate large scale commercial agricultural and natural resources projects.

4.4 DATA ACQUISITION

BACKGROUND INFORMATION

A major challenge is the lack of adequate data on crucial issues. When available, it is often discovered to be largely a desk survey which is often at variance with what is on ground or not adequate enough to give meaningful information required for planning and implementation. The state data base most especially on agriculture must be enhanced and updated with ICT instrumentation

POLICY THRUST

To have and maintain an ICT powered data base for the agricultural sector that is reliable, comprehensive, continuously update and accessible to all concerned.

- Farmers data base on commodity basis
- Agro-allied enterprises in the State.
- Geo-referencing of all farms and clusters
- Aerial mapping of our forest reserve and the area already deforested.
- Adequate annual climatic data accessible on-line.
- Data on unemployed youth with interest in Agriculture.
- Land available in the state owned by community
- Land use capability map of the entire state

4.4.1 ACTION PLAN

1. The planning research and statistics Dept. of the Ministry of Agriculture must be re-organized and enabled through provision of necessary facilities (e.g. computer) and personnel continuous training for capacity building so as to efficiently and effectively perform this critical assignment.
2. Inter-ministerial linkage for information flow or data collection.
3. Technical assistance could be sought from organizations like CIDA, JICA etc.

4.5 MECHANIZATION

Mechanization helps in bringing more land under cultivation and also removes drudgery associated with use of cutlasses and hoes which constitute the hallmark of peasant farming. It is therefore the delight of every administration to acquire tractors to service the need in the agricultural sector.

However, the result over the years has not been encouraging for several reasons. Direct government involvement has proved to be grossly unsustainable. Therefore, the need to device a sustainable and cost effective approach that will comply with the over-riding shift to agribusiness is compelling.

POLICY THRUST

To develop a mechanization agenda that is sustainable, cost effective and efficient in timely meeting farmers need as a rewarding or profitable venture for entrepreneur that goes into agricultural equipment leasing.

4.5.1 ACTION PLAN

1. Immediate invitation to reputable tractor manufacturing companies for prospects of establishing an assembly plant in Ondo state.
2. Inventory of existing tractors in the state and by both the department of Engineering and an external body, preferably the manufacturers of the prevalent brand.
3. Consider turn around repairs if so recommended and or outright sales without repairs.
4. Government should make a high level contact with the Fadama national office and Federal Ministry of Agric for the Mechanization centre programme / AEHE
5. Government should facilitate Cooperative bodies and entrepreneurs to go into tractor leasing as a business.
6. The current Engineering department will recommend the type or brand of tractor good for the state, the range of horse power etc.
7. Adequate training for our tractor operators and mechanics by the Engineering department

4.6 HUMAN CAPITAL DEVELOPMENT

The world is now a global village. The implication is that the “Giants” in terms of science and technology advancement, economics size and infrastructural facilities are being squared with the “Dwarfs” in the global market. It is incumbent on all emphasis on the “Dwarfs” to shape-up or phase-out.

Development level of any organization or county is a direct reflection of the capacity of her workforce; therefore, the need for training and re-training in order to keep pace with global development cannot be over emphasized. There is need for a framework for helping all key stakeholders both public and private to develop through knowledge and skill acquisition and adequate information flow.

There is a continuous need for capacity building for operational efficiency, adaption and mitigation strategies to combat the climate change phenomenon etc.

POLICY THRUST

The state should pay adequate attention and deploy enough resources for human capital development through substantial budget provision and also leveraging on international organization like KOIKA, USAID, EU, CIDA, Rocky feller foundation, Winrock International etc. to build stake holders capacity.

4.6.1 ACTION PLAN

The WECA should be the hub of human capital development in agriculture and agribusiness and should be saddled with the following:

1. Determine the area of weakness in the value chain of priority commodities.
2. Develop required training programme to address them.
3. Organize re-orientation training for the state MDAs' staff for the transition to Agri-business.
4. Train the trainers within the system e.g. hire and train adequate number of extension agents (EAs). It is suggested that the government hires immediately after inception a minimum of ten (10) EAs per local government and additional 10 EAs mid-term.
5. Further exposure of stakeholders to continuous developments in the ICT world.
6. Exposure of youths and women in Agric. and commodity Associations to entrepreneurial training right from secondary school.
7. Government should facilitate the involvement of tertiary institutions in the State agriculture and agribusiness.
8. Encouraging mentoring most especially the youths

4.7 MARKET AND MARKETING

BACKGROUND INFORMATION

Agricultural productions must be market-driven. Here we are concerned with both local and international market in terms of meeting demands dictated by consumption or type of food demanded and raw materials for agro- based industry. Nigeria population is put at 180 million and it is being projected that in some few years to come, she will be the third most populated nation on planet Earth after China and India. This implies a huge domestic market for farm produce. The food market in Nigeria is estimated to be N36 billion on daily basis at N200 per head for 180 million people. What is the share of Ondo State in this daily food market?

The international market is huge also, but with stringent conditions mainly in quality, size, traceability and phyto-sanitary requirements.

Marketing of farm produce in the state is largely unorganized with farmers and government bearing the brunt of exploitation of middle men. Farmers often sell below the cost of production due to high cost of transportation occasioned by hike in fuel prices, zero attention to rural roads and transportation system.

The need to organize marketing of farm produce is urgent. It is not enough to produce or record a bumper harvest, farmers must be able to sell and get adequate financial returns to sustain production with a comfortable surplus as profit and reward for his labour. Educated youths will be encouraged to take farming as a profession when returns from agricultural ventures are good enough to enable them earn a degree of esteem when compared with their colleagues in other professions.

POLICY THRUST

To enhance access to both domestic and international market through:

1. Adequate access to market information.
2. Traceability advocacy and support.
3. Standardization and quality control
4. Adequate infrastructural back-up
5. Creation of export desk with WECA
6. Encourage E-marketing
7. Encourage value chain development and agri-business support to reduce post-harvest losses.

4.7.1 ACTION PLAN

1. Strengthen the capacity of the commodity associations to do group marketing (as in Lagos state, Kenya, Ghana etc.)
2. Construction of aggregation centres /farmers market in locations as pilot scheme per senatorial districts. This approach facilitates market information flow, traceability, quality control, production, planning and marketing schedule for individuals in the group. It enhances government IGR, data collection, budget planning and control.
3. E-marketing advocacy and capacity building for producers and processors. Groups must have marketing platforms on-line that will be agricultural versions of Konga .Jiji etc. This should be attractive to the youth as business. The potential is huge.
4. Construction of market- outlet by the state government in partnership with the local government in three strategic cities in Nigeria as Pilot scheme. (Lagos, Port-harcourt and Abuja are recommended).
5. Encouraging the establishment of a Cargo Port in Akure.
6. Facilitating the establishment of a pilot palm oil tank depot in the central zone for collection and marketing of palm oil for industrial use in large volumes.

4.8 STATE INTERNALLY GENERATED REVENUE (IGR)

BACKGROUND INFORMATION

It is an established fact that the state is losing huge revenue as a result of sharp practices of some public officers and inadequate strategy to either tap into such revenue points or total negligence. Attention must be paid to:

- Reviewing produce and grading fees, licensing procedure and instruments (Cocoa in particular).
- Deployment of technology to monitor and track the activities of timber Lorries in and out of the forest reserves.
- Organized marketing of farm produce.
- Other commodities like Kolanut, Palm-kernel Palm-oil etc. must be given attention.
- Sawmill enterprises operations should be reviewed.
- Organize stakeholder forum should be held for agricultural produces, livestock and fisheries, tree crops (Cocoa, kolanut, oil palm, citrus, cashew) and forestry

to address bottlenecks and enhance State revenue generation.

4.9 YOUTH AND WOMEN IN AGRICULTURE

One of the greatest challenges government is facing in Nigeria today is youth unemployment. Youth constitute about 60% of the entire population. The condition of the rural area is unacceptable to them hence their continuous migration from rural area to urban centres which are already over-saturated. This is largely responsible for the high level of crime in the society. The degree or extent to which any government brings them out of the labour market is a yardstick for measuring the extent of failure or success of such administration.

The trend of creating jobs through Ministries, Department and Agencies has become unrealistic in view of the prevailing economic recession. There must be a way out and agriculture is a major one in this sense. The same is applicable to the women. They need empowerment to add value to production and marketing.

POLICY OBJECTIVE

1. To create self-sustaining jobs for the youth through special intervention schemes.
2. Encouraging cluster farming so as to pull them together for easier management and mentoring.
3. Facilitate the formation of cooperatives.
4. Develop rural area to minimize rural –urban migration.
5. Remove gender disparity

4.9.1 ACTION PLAN

1. Government should enhance a minimum of 200 youths and 200 women per LG through the ADP and training by WECA for agricultural activities per year.
2. Collect data on youth and women in Agric
3. Expose them to the different link on the agribusiness value- chain.
4. Enhance their access to finance.
5. Train the women on rural compliant irrigation system (Drip in particular).
6. Introduce an annual award for excellence in agro-business for youth and women.
7. Train them on modern methods of farming such as arable, livestock and, hydroponics for vegetables etc.

8. Catch them young by re-introducing school-in-Agric programme. Design a pilot scheme in at least three (3) secondary schools per local government. Such schools must have land and proximity to river or stream to be an added advantage. Introduce an integrated farming model to the school.
9. Train school Agric. Teachers as Farm Managers to handle the scheme.
10. Involve ministry of education in the scheme
11. All activities on youth and women in agriculture to be anchored by WECA.

4.10 CLIMATIC SMART AGRICULTURE

BACKGROUND INFORMATION

The climate change phenomenon is real. It is characterized by the two extremes of drought and flood. Rainfall pattern has changed and temperature is rising. Burning of fossil fuel and deforestation are major causes of the greenhouse gases accumulation which is said to be depleting the ozone layer. Our agriculture in the state is rain-fed. Irrigation is almost alien here because there is no place where a measurable degree of irrigation project is on-going even with the Benin-Owena River basin project.

Climate smart motion was sponsored by FAO as an approach to developing technical policy and investment conditions to achieve sustainable agricultural development for food security under climate change. This entails

- i. Sustainably increasing agricultural productivity and incomes.
- ii. Adapting and building resilience to climate change.
- iii. Reducing and /or removing greenhouse gases emissions.

POLICY THRUST

- Boosting public awareness on climate change.
- Promotion of the use of renewable energy
- Capacity building on mitigation and adaptation strategies.
- Sustainable management of our natural resources
- Halting deforestation and aggressive reforestation using PPP and Philanthropic approach.
- Carrying out of environmental impact assessment on all major project both agricultural and non- agricultural.

4.10.1 ACTION PLAN

1. Adoption of Agro forestry system of farming
2. Aggressive reforestation for job creation and reversal of desertification which is advancing down south at 6kms per year.
3. Research mandate for drought tolerant varieties good for crops and livestock.
4. Government should embark on advocacy by organizing workshop/seminar to enlighten the people on the danger of climate change.

4.11 INPUT SUPPLY

1. Agric Input supply Agency should step up on monitoring and control of all Agro-dealers in state to eliminate sales of fake agro-chemicals and seeds, together with other sharp practices.
2. Agro dealer in the state must be registered and licensed before they are permitted to operate in Ondo State.
3. Part of the advantage of their being registered is that they will enjoy training support from the government on continuous basis. Agro dealers are silent extension agents, as peasant farmers often depend or rely on information they pass across to them at the point of purchase.
4. Concerted effort must be made to encourage the use of organic fertilizer.
5. The state government should liaise with the federal government to facilitate the construction of the one-stop shop planned for the 774 local governments in the country.
6. Specialized input shops for aquaculture and Livestock should be encouraged. Special attention should be given to sales of feed ingredients and additives to assist livestock and fisheries farmers in their feed formation
7. Establishment of a seed company for production of top quality seeds that are cost effective and well suited for our climatic and edaphic conditions should be facilitated by the Government through PPP. There is no seed company anywhere in the South West.

4.12 JUSTIFICATION FOR THE ESTABLISHMENT OF SEED COMPANY ENTERPRISES

Seed is an important and indispensable input for food production. Because it is the only living

input, it determines the level of response to other yield-enhancing inputs like fertilizers, herbicides and other agronomic practices. Thus, seed security that is the availability of high quality seeds, for food crop farmers is an important step towards guaranteeing food security. High quality seeds of improved cultivars are products of research and are therefore technology packages that have been specifically bred, multiplied, processed and marketed to address multiple typical stresses and challenges that farmers routinely cope with.

Despite that Nigeria has several national and international agricultural research institutions where new and improved varieties of adapted crops are being developed; multiplication and distribution of seeds of such varieties to farmers remain a major challenge. The national seed production capacity is less than 50% of what is required to meet the needs of farmers across the country. Farmers in the southern part of the country are particularly vulnerable because more than 95% of the national seed production activities take place in the Northern part. This coupled with lack of synchrony between the planting seasons in the two areas make the situation more precarious.

One of the ways to address the challenges associated with seed systems in southwest Nigeria is to encourage the establishment of seed companies, enterprises and agro dealership programme through registration with the National Agricultural Seeds Council. In addition to meeting the needs of farmers for timely supply of high quality seeds, this approach will increase food production capacity without increasing cultivated area, provide job for youths, increase household income and facilitate rapid rural development.

ARABLE CROPS PRODUCTION

The need for improved aggressive production of all arable crops cannot be over-emphasized as these produce are important for human consumption and feed for livestock. It is an important route to increase food security, bring down the price of livestock feed by extension, livestock products. In order to accelerate food crop production in Ondo State, the followings are suggested:

1. A land use map of the entire State should be conducted by the Ministry of Agriculture in collaboration with Ministry of Lands and Housing.
2. As indicated elsewhere, Extension Agents (10/LG) in the first year and repeated in year 2, should be hired and trained in the area of commodity production and agribusiness and should be available to transfer production technology for would be farmers (Young or Old).

3. A minimum of 200 Youths and 200 women should be assisted by ADP or WECA to have access to land, financial support and inputs as a way to create a new generation of farmers.
4. The Development Associations at the State and Local Government levels must be resuscitated to provide a sustainable support to the concept of creating new farmers.

4.13 LIVESTOCK, FISHERIES AND AQUACULTURE

In order to make the sector fulfill its statutory role of food production and wealth creation, the followings are recommended:

LIVESTOCK

4.13.1 ACTION PLAN

2. Development of the parks/villages using a PPP approach and support from philanthropic organizations and intervention schemes.
3. Functional training on livestock production, meat processing and packaging for farmers.
4. Adequate Veterinary support.
5. Access to low interest multi-year credit facility for meat and dairy processing enterprises.
6. Privatization of government moribund livestock's assets in the state like hatcheries and broiler processing plants.
7. Revisit indigenous breed of cattle.
8. Organizing co-operatives among rural women and youths.
9. Facilitating the establishment of enterprises that are supportive in terms of livestock feeds e.g. breweries and flour mills
10. Enhanced production of grains (legumes and cereals locally)
11. Government should facilitate the utilization of the silo storage facility at Oda road by interested Private individual entrepreneurs.
12. Promotion of school in agric scheme with livestock component
13. Organized marketing of livestock product as an enterprise.
14. Government should facilitate the establishment of Feed mill by the organized private sector.
15. Government should facilitate the establishment of breeding units and hatchery with respect to poultry by PPP.

4.14 FISHERIES AND AQUACULTURE

POLICY TRUST

To develop a fish farming industry for employment generation, enhanced protein intake and increased IGR for the state government by:

- Developing the entire value chain right from brood stock production and hatchery through processing (smoking and filtering) to transport, storage and marketing
- Organized input supply of top quality and at competitive prices
- Access to low interest rate credit.
- Adoption of the floating edge system for mass production.
- Optimal utilization of our water resources, emphasis on the major rivers in the state.
- Establishment of fishing farms and processing clusters strategically in the state using a PPP approach.
- Support for adequate research and collaboration for high performing tilapia hybrids
- Reduction of spoilage through organized storage and processing systems
- Special attention to be given backed up with specific budgetary provision by OSOPADEC for aquaculture and general agricultural development in the Niger-Delta area.

4.15 NIGER-DELTA REGION OF ONDO STATE

OSOPADEC was established by Law of Ondo State in 2001 as an interventionist agency to fast track the development of the oil producing and imparted communities in Ondo state. The main mandates of the commission are human and infrastructural development of coverage area. From available records, OSOPADEC had since its inception concentrated largely on the placement of infrastructural facilities like roads, electricity, and housing with little emphasis on poverty alleviation schemes like Agriculture. This loop-sided approach to development had to a large extent hampered the living standard of the people the commission is expected to impact on. This is visible in Ese-Odo and Ilaje Local Governments with great agricultural potential in Fisheries and food production.

In this regard, it is recommended that a full-fledged *Directorate of Agriculture* is put in place in OSOPADEC to handle all aspect of agriculture, like fisheries (aquaculture) rice production etc. as this will enhance the income and living standards of the communities in the mandate areas as well as reduced the level of youth restiveness.

NATURAL RESOURCES

4.15.1 FORESTRY SUB-SECTOR COMPONENT

Managing forests on a sustainable basis is a serious challenge due to the diverse

characteristics inherent in the forest ecosystems. To this end, a holistic long-term and integrated approach must be adopted in managing the peculiar challenges threatening the existence of the forest ecosystems to attain their sustainable level vis-à-vis the livelihood potentials they hold. Achieving the foregoing requires recognition of the following:

Restructuring the present Ministry of Natural Resources:

It is recommended the three (3) existing Forestry Departments and Units, and newly established REDD+ of the *Ministry of Natural Resources* be transferred to *Ministry of Environment* to form the *Ministry of Forestry, Environment and Mineral Resources*, while the *Produce Inspection Services and Produce anti-smuggling and Pest Control Departments* are moved to *Ministry of Agriculture*.

This aimed at making forest management more responsive to accessing international donor funds for purpose of protecting the forests and environment in view of present global climate initiatives; - develop healthier approach in addressing environmental issues under one umbrella, while taking advantage of related professionals.

Tackle the threat of encroachment, illegal felling, flitching and Indian hemp cultivation.

All these operations have combined to degrade large portions of the forest estate (3,037.17km²) and render them unproductive up to 45.82% (1,391.63km²) as at the 2007 survey and boundary delineation exercise, and at almost 80% (2,429.74km²) as at year 2016. (Unofficial and ground trothing estimates).

- Strengthening the existing machinery of forest protection – Joint Task Force (JTF) to make it more effective in surveillance, detention of offences and sanction. (Provision of logistic like Vehicles (6 Nos.) and speed boats (2 Nos.).
- Open Website on Encroachment in Ondo State to elicit interested International and Local Conservation Non-Government Organizations (NGOs) to partner in Conservation Programme and reclamation of encroached areas.
- National Conference and Dialogue with Human Rights Organizations/NGOs to educate them on the danger and negative impacts of encroachments, Indian hemp cultivation and flitching on Ondo State forests vis-à-vis its economy so as to mitigate the hue and cry on ejection of encroachers.
- Case by case basis dialogue with Obas, Opinion Leaders and Community Leaders in adjoining encroached forest reserves with a view to fashioning long last solutions to the problems

- Implementation of the recommendations of the 2007 Government White Paper on Encroachment in Ondo State Forest Reserves (S26/3105/200), which stipulates in part that:
 - All encroachers must be physically ejected from the forest reserve.
 - Establish Mobile Court to try encroachers and other forest offenders (flinchers and illegal tree fellers) with appropriate penalties.
- Promotion of Community Based Participation in forest reserve management, surveillance and revenue sharing, including as a major strategic action of:
 - Establishment of a State Steering Committee to be chaired by Mr. Governor, with EXCO members participating as members.
 - Establishment of State Implementation Committee to pursue the State Agenda on Encroachment and Indian hemp cultivation headed by a Chairman and members drawn from Obas, Community Leaders, Opinion Leaders, Conservation NGOs, Permanent Secretaries from Ministries of Forestry and Environment, Lands and Housing, Finance and Justice; Director of Forestry as Secretary. (*See: Community Based Forest Management: A Strategy for Development, Conservation and Sustainable Management of the Forest Estate of Ondo State, Nigeria: A Blue Print for Action, January, 2011 Document*).
- Recruitment of Conservation Staff designated as “Green Police (100 Nos.).

Rehabilitation of Retrieved encroached Forest reserve land.

Massive reforestation with Gmelina/Teak and indigenous tree species: to increase forest cover and provide raw material needs of wood-based industries – Gmelina and Teak – 12.0 million seedlings to plant 6,000 ha in 4 years.

- Indigenous tree spp: 1.6 million seedlings to plant 1,600 ha in 4 years.
- Recruitment of staff: Technical (20 Nos.) and Silvicultural Assistance (150 Nos.) to strengthen forest regeneration.
- Resuscitation of Forestry Trust Fund (25% of earned forest revenue) to shore-up shortfall in Capital Fund allocation to forest operations.
- Provision of equipment and materials (Vehicles – 10 Nos.)

Protecting and Enhancing the Productivity of Forest Reserves:

- Encouragement of Non-Governmental Organizations (NGOs) participation in conservation

- Re-opening discussions with committed NGOs who already have link with the State on Conservation in selected forest reserves e.g. African Wildlife Foundation (AWF) in Kenya and the local counterpart: South West/Niger Delta Forest Project, Abuja.
- Adoption of Community Based participation in protecting the forest reserves – surveillance and protection.
- Renovation of old camps in forest reserves to provide accommodation for the Uniformed Protection Officers (Forest Guards), Green Police (Conservation Assistants) and Silvicultural Assistants – (2 Blocks of 10 Rooms per forest reserve in Akure-Ofosu, Idanre, Owo, Akure and Oluwa).
- Improvement of forest reserve roads in Akure – Ofosu, Idanre, Owo, Ala, Oluwa (OA1, OA2 & OA3) and Osse River Park to aid surveillance and protection – 500 km
- Delineation and re-establishment of forest reserve boundaries.
- Satellite imaging and mapping of forest reserves – to ascertain level of deforestation due to encroachment and indian hemp cultivation.
- Advocacy and enlightenment campaign on the need to protect the resources in the forest reserve.
- Inventory to assess the level of forest resources change in the forest reserve.

Promotion and Encouragement of private investment in plantation development.

Advocacy and enlightenment campaign amongst private individuals, organizations and schools to increase forest cover – Raising of 2.0 million seedlings of mixed trees and ornamentals per year for distribution.

- Encouragement of existing medium size wood-based industries (2 Nos.) to develop their raw material need. – Provision of 2000 ha/annum each of adjoining forest reserve land for planting.

Enhancement of self-sufficiency in Non-Timber Forest Products (NTFPs) to meet the nutritional needs and reduction of poverty amongst the rural population.

Establishment of mixed plantations of NTFPs such as Walnuts, *Chrisophylum* – Agbalumo; *Irvinga* – Ogbono; *Parkia biglosa* – Iru; *Jatropha* – Lapalapa; *Artocapus* – breadfruit – Raising of 1.0 million seedlings per year.

- Advocacy and capacity building of participants in the utilization of the products.

Enhancement of the capacity and utilization efficiency of Wood-based industries (sawmills).

- Advocacy and enlightenment campaign on need to increase utilization capacity.
- Capacity building of staff to enhance access to technology in collaboration with tertiary institution.
- Provision of financial credit to enhance backward integration and expansion of capacity.
- Establishment of plantation to meet raw material need.

4.16 OSSE RIVER PARK

- Government pronouncement on status and need to stop all illegal operations like logging, flitching and farming.
- Increase funding for the completion of Phase 1 Activities.
- Recruitment of staff – Professional (3 Nos.) and Wildlife Technologists (5 Nos.), Range Assistants (20 Nos.).
- Provide working tools and vehicles (3 Nos.)/motorcycles (10 Nos.) for supervision and surveillance.
- Reopening discussions with existing Technical Partners – Nigeria Conservation Foundation (NCF) and other conservation NGOs for collaboration, re-engineering and sourcing for funds from International Donor Agencies for the expansion of the Project.
- Creation of enabling environment for livelihood enhancement of the adjoining population.

REDUCING EMISSIONS FROM DEFORESTATION AND FOREST DEGRADATION (REDD+) DEPARTMENT/ PROGRAMME

REDD+ programme started in 2009, but Nigeria's membership to the UN-REDD Programme was in 2010, with the signing of partnership agreement with UNDP for support to develop and implement its REDD+ programme in 2012.

Ondo State to benefit from the \$3.8m grant from the World Bank along with National Secretariat of REDD+ and Nassarawa State. The programme is recommended for follow-up as it involves:

- Capacity Building
- Stakeholders Engagements including mapping and survey
- Constitution of Steering and Technical Committees
- Awareness raising for Government officials, State Legislators, Local government officials and forest dependent communities.
- Policy and Legal Framework
- Forest Monitoring and surveillance
- Monitoring, Reporting and Verification
- Moratorium on logging and compliance.
- Deployment of key/supporting staff.

Recruitment of Forest Rangers to provide surveillance and protection.

ONDO STATE AFFORESTATION PROJECT (OSAP)

- Re-assessment of the entire Project to ascertain its condition and viability.
- Increase funding for rehabilitation of existing facilities e.g. buildings and others, asphalting of Project access Road (25 km).
- Reassess the Agricultural facilities – Fish pond, Oil Palm, Cashew plantations etc. for concession to reputable entrepreneurs on Public-Private Partnership (PPP).
- Ejection of encroachers and elimination of illegal felling and flitching:
 - ✓ Increase surveillance and monitoring to prevent re-occurrence.
 - ✓ Joint Task Force (JTF) of the Ministry to effect ejection of encroachers, illegal fellers and flinchers.
 - ✓ Collaboration with adjoining communities to help with surveillance and protection.

SECTION 5 QUICK WIN RECOMMENDATIONS

It is a global trend whereby, new administrations everywhere often come up with quick win agenda within the first 100 days or there about, in office. It is an established fact that Nigerians are generally impatient and they often switch –off within the first few months in the absence of impactful beneficial agenda. This is germane in view of the forlorn state of hope of the people of Ondo state occasioned by a paralyzed economic sector and catalogue of woes in the civil service.

Recommended quick win agenda are:

Restructuring and Re-orientation

Restructuring and Re-orientation of the Ministries of Agriculture and that of Natural Resources. *It is recommended that the department of Forestry should move to Ministry of Environment to form the Ministry of Forestry, Environment and Mineral Resources, while Produce Inspection Services and Anti-smuggling and Pest control Departments should be transferred to the Ministry of Agriculture.* Local action must be taken to achieve a global agenda of making Planet Earth a safe habitat for both present and future generations. Quit notice must be given to those destroying our forest (filching and illegal farming activities) from which the state is benefiting nothing.

Appointment of Commissioner of Agriculture:

Over the years, appointment into the office of Commissioner of Agriculture had been an all-comer one. For instance, Accountants, Lawyers, Engineers, Historians etc. had been appointed to oversee Agricultural department in the state. No wonder, the contributions of Agriculture to the State economy vis-à-vis employment, poverty alleviation and income has been abysmal. Therefore, in line with the current paradigm shift to agri-business, it is recommended that well-tested professional Agricultural person be appointed as Chief Executive of the Agriculture Ministry.

Desk Officer for Linkages in Abuja:

Hitherto, Ondo State has not taken advantage of the numerous international and national windows of opportunities –Credit, bilateral etc- available in the country. This derives from the absence of appropriate linkage with such institutions in Nigeria. Therefore, to break this barrier and tap into them, a Desk Officer for linkages situated in the Ondo State liaison office in Abuja, is imperative.

Anchor Borrowers scheme (ABS):

This is a Central Bank of Nigeria (CBN) intervention scheme primarily for small holders. It is a fantastic financial window to take thousands of our youths, women, and would be farmers from the labour market and strengthen existing ones. The Governor on assumption of office should as a matter of priority personally lead the team to the CBN top management in Abuja. The discussion should include other CBN financial intervention windows like commercial Agriculture Scheme (for large scale farmers), Micro, small and medium Enterprises development fund (MSME-DF) etc. and facilitate access to the fund by creating a conducive environment for the acquisition of the conditionality for the fund.

Desk Office for Certificate of Occupancy (C of O);

It is no secret that delay in the issuance of Certificate of Occupancy (C of O) in the State is a serious cog in securing loan facilities from bank for development, the agricultural sector is no exception. As a way of removing the attendant drudgery associated with issuance and accelerated access to credit windows provided by financial institutions, it is imperative on Mr. Governor to announce the creation of Desk office for C. of O in the Ministry of Agriculture to work with the counterpart in the Ministry of Lands to handle the issue on behalf of farmers and entrepreneurs.

Grading of rural roads:

There should be a target of minimum kilometers of strategic rural roads that must be repaired and made motorable within the first 100 days in office. This will assist in 2017 farming activities, boost farmer's income, reduce prices of food items as well as reduction in post – harvest wastage etc. The administration would have touched the lives of rural dwellers and agro – entrepreneurs in a most impactful way, as our rural roads are in a terrible state.

Know your farmers (KYF):

The state must develop a farmer's portal, where data of both practicing farmers and our youths that are interested in Agric- business are kept and updated continuously on commodity association basis. This is essential for planning purposes it is also a strategy for attracting donor agencies. This will further consolidate the ongoing reform of farmers Association in the state as the nucleus of the sectors stakeholder.

Challenge of the nomadic herdsmen in the state:

One of the greatest challenges facing farmers and most of the people is the ravaging of farmlands by nomadic herdsmen. Traditional rulers are agonizing because of this challenge in

their domain across the state. It is expedient to put both short and long term strategies in place to stop the challenge.

It is recommended that: All owners of cattle and their herdsmen in the state must be registered. Their bio-data must be comprehensively collected and made available to security agencies, local government offices and relevant MDAs' in the state. Specifically, for the come-and-go herdsmen; Night grazing must be prohibited and every herd should be boldly marked with a special identity traceable to the owner e.g. KBO (Which could mean Kunle Bashir Onyebuchi) i.e. the name of the owner.

This will reduce criminality and even cattle rustling. There should be an all-stake holder meeting including the security agencies and the leadership of cattle owners within the first 30 days in office. There is no point investing in a project that its security is not guaranteed. Nomadic Cattle Rearing is a threat to investment in Agriculture.

Fadama 3 AF (Fadama three Additional Funds):

this is another big financial window powered by the World Bank in collaboration with both Federal and State Governments. The government should use it to tackle youth unemployment. The window is an open basket for the 36 states of the federation. It has provision for:

- Direct cultivation
- Tractor Acquisition for organized groups (AEHE- Agricultural Equipment Hiring Entrepreneurship scheme)
- Agro- processing

The limiting factors are land and failure to absorb the facilitators trained by the World Bank under fadama 3 programme contrary to the terms in the letter of expression of interest by state government. The Government must commit itself to the absorption of the 38 trained facilitators, to carry on extension services.

Ondo State Farmers Micro-Finance Bank.

The Government should facilitate the creation of Ondo State Micro Finance Bank. This will be the first in the south western part of Nigeria. It will assist the state in the transformation of the sector from Agriculture to Agribusiness, as an underlying policy trust and philosophy. It will ease the over dependence of farmers on the government for loans and financial demand generally. Again it will assist the state to further access the MSME-DF and bring back the "Cooperative movement spirit". It is a tactical way of bringing back the old Cooperative

Bank. Ondo state is presently, according to CBN data one of the states with the least presence of the Micro-Finance Bank (MFB) nationwide. This has hindered the state from benefiting from the National Micro-finance policy, regulating and supervising framework of 2005 (revised in 2011) with five targets which includes:

Government only needs to provide the logistics support to achieve the project as OSACA has set the process in motion.

Ondo State Agricultural Land Bank Scheme:

To ease access to the challenge of land for farming under this scheme, the target should be minimum 20,000 hectares of farmland invested by communities into the bank as deposit with the government as the banker and land user as the customers. The Governing board will be chaired by the Governor or Deputy with the speaker of the House of Assembly, Some traditional rulers, Religious leaders and representatives of the Ministries of Agric, Land and Justice as members.

It is recommended that Government should launch an e-extension service delivery:

In partnership with a National GSM Network (preferably GLO) and Organizations like USAID and CIDA for materials & logistics support.

Agriculture Extension Workers:

There is no gainsaying the place of agriculture extension workers in the agriculture production. The current number of this cadre of staff in the Ministry of agriculture less than 50 calls for great concern considering the number one position of Agriculture in the administration's agenda. As a way of concretizing this agenda, the following become imperative: Employment of minimum of 10 (ten) extension workers per local Government immediately and a repeat at the end of year 2.

- i. In-depth training at the Wealth Creation Agency (WECA) in specific
- ii. Agricultural fields viz; Dairy, Livestock and Agronomy and Agribusiness.

Cocoa Produce Marketing:

No doubt, Ondo State is one of the active players in cocoa production and marketing in Nigeria. More prominent is the fact that cocoa grading constitutes a major source of revenue intake for the state. To this end, Mr. Governor must take active interest in the sub-sector with a view to streamlining its activities to the best advantage of the state. Therefore, a stakeholder sensitization workshop of the entire value-chain chaired by Mr. Governor is of essence. This

is with a view to put in clear terms the aspirations and expectations of his administration and the need for the sub-sector to key into them for the great good of the state. The stakeholders included are:

- Produce Inspection Services Department
- License buying agents and processors
- Forestry department staff
- Wood-based processing industries

Re-opening and expansion of existing forest roads:

One of the major hindrances to a surveillance and protection of the state's forest reserves is the absence of all season roads. In very extreme cases, entry into some of our forests is through other states. For example, no direct access through Ondo State to the southern portion (Asaboro forest camp) of Akure-Ofosu forest reserve. The only route available is through Okada/Gbue in Edo State. Therefore, the following forest roads are recommended;

- i. Ajagbusi to Asaboro forest camp in Akure-Ofosu forest reserve
- ii. Omifunfun to Ofosu in Idanre forest reserve
- iii. Ehinogbe to Jugbere axis in Owo forest reserve

Cocoa Management Agency:

Cocoa production and marketing have been a common feature of the state's agriculture and economic landscape for over a long time. Coupled with the current emphasis on the production of premium cocoa, it becomes imperative that if Ondo State is to take maximum advantage to improve on its revenue collection and enhance employment opportunities and rural development in the sub-sector, a cocoa management Agency in place of the current Cocoa Revolution project is suggested to be put in place to handle all facets of cocoa production and marketing and of course facilitates the establishment and monitoring of processing outfits.

Agribusiness investment innovation and planning platform.

This platform is recommended to be created to involve the followings:

- Representatives of relevant government MDAs' in the state.
- Representatives of farm commodities association.

- Strategic and influential indigenes of the state that could fast track investments to the sector.
- Any other individual or organization as deemed necessary.

Goals and objectives:

1. To promote and facilitate investment in Agric in the state emphasis on large /medium scale.
2. To attract funds and support for the sector from the organized private sector, international Organizations etc.

Agric Inputs and Mechanization Fairs:

An agricultural Input and Mechanization fair is recommended to be hosted by the State using a PPP approach.

MORIBOUND AGRICULTURE ENTERPRISES/ PROJECT

It is recommended the moribund agro enterprises/ projects any other one not captured in this report should put in operation using a Private Public Partnership. (PPP)

SECTION 6 APPENDICES

- Government White Paper on Encroachment in Ondo state Forest Reserves
- Community Based Forest Management: A Strategy for Development, Conservation and Sustainable management of Forest Estate of Ondo state, Nigeria- A Blue Print for Action, January 2011
- Section 30 (i) and (ii) Ondo State Forestry (Amendment) Law, 2008

SECTION 7 4-YEAR WORK PLAN (2017 -2021 PROGRAMME)

7.1 YEAR 2017

1. Restructuring
2. Infrastructure
3. Agricultural Finance
4. Data Acquisition
5. Mechanization
6. Human Capital Development
7. Market and Marketing
8. Internally Generated Revenue (IGR)
9. Youth and Women in Agriculture
10. Climate Smart Agriculture
11. Input Supply
12. Establishment of a Seed Company
13. Land
14. Arable Crops Production
15. Livestock, Fisheries and Aquaculture
16. Encroachment, Illegal Felling, Flitching and India hemp Cultivation.
17. Protecting and Enhancing the Productivity of Forest Reserves
18. Promotion and Encouragement of Private Plantation Development.
19. Enhancement of Self-sufficiency in Non-timber Forest Products.
20. Enhancement of the Capacity and Utilization Efficiency of Wood-based Industries
(Sawmills)
21. OSSE River Park

-
22. Reducing Emissions from Deforestation and Forest Degradation (REDD+)
Department/Programme
 23. Ondo State Afforestation Project (OSAP)
 24. Produce Services, Anti- Smuggling and Pest Control Departments
 25. Planning, Monitoring and Evaluation

Table 7-1 2017 Calenderised programme

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
1	2017	INSTITUTIONS Restructuring of following Ministries: i. Agriculture ii. Natural resources	a) Produce Department to move to Ministry of Agriculture. b) Forestry Departments to move to Ministry of Environment. c) An independent and non-stipendiary Ondo State Agric Think Thank (ODSATT) attached to the office of the Governor should be established for review of Agric. Policies. d) Ondo State Strategic Plan Implementation Monitoring Group (SPIMG) should also be established e) Agricultural Liaison Officer should be created and attached to the State Liaison Office Abuja, to act as a link between the Federal Ministry of Agric. and the State Ministry of Agriculture. f) State Agricultural Emergency Response	For better service delivery <ul style="list-style-type: none"> • To reposition agriculture in the state with a view to enhancing production and employment generation. • To allow government key in too many agricultural reforms going on internationally. • To access international donor funds for the purpose of Agriculture and natural resources Development • To develop healthy approach in addressing environmental issues under one umbrella. • To allow effective private sector participation. • To shift from state-planned economy to market-based economy. 	The restructuring should be done within one month of inception.

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>Agency (SAERA) should be created.</p> <p>g) Enabling laws of produce 2006 should be reviewed.</p> <p>h) Cocoa revolution should be upgraded to Cocoa Management Agency.</p>		
		<p>iii. Agricultural Development Programme (ADP)</p> <p>iv. Agricultural Input Supply Agency (AISA)</p>	<p>(1) The state officers in Agriculture should collaborate with the Local government agricultural officers</p> <p>(2) The AISA should retain its initial mandate but with a restricted function and should concentrate on the following activities</p> <p>(a). Registration of Agro-dealers.</p> <p>(b). Monitoring and Evaluation of Inputs Dealers</p> <p>(c) Collaborating with Research Institutes</p>		

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S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		Association (OSACA) (ii) UN- Sustainable Development Goal (SDGs) INFRASTRUCTUR E	coordinate the implementation of SDGs and Food Security and to co-ordinate Multilateral and Bi-lateral assistance for the state a). Opening of rural and forest roads at least 100 km/ LG (b). Provision of electricity and supply of water scheme to rural farming areas. (c) Creation of specialized markets. Farmers market Yam/cassava market can be established at Emure Ile, Fish market at Igbokoda, Palm oil market at Okitipupa/Irele, Cassava market at Oka Akoko and Cocoa market in Ileoluji/Idanre.	To harness the benefits in the various international Programmes a). To facilitate the movement of farm produce to urban areas b). To enhance the standard of living of the rural people. c.) Such villages/markets with time should be developed to international markets where people from all over the world will be coming to trade. d.) In addition, farmers will be linked with these markets and besides, farmers will be encouraged to sell directly their produce to industrial buyers. (a). To facilitate Agricultural Irrigation	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
2	2017		(d) Development of earthen Dams in collaboration with Fed. Government		
3	2017	AGRICULTURAL FINANCE	(i). Approach the CBN for long tenure loans (multi-year credit facility for Tree crops and livestock) (ii). Anchor Borrowers Scheme (iii). Commercial Agricultural Loans (iv). High level contact with FAO, UNDP, etc. and NGOs, CBN, FMARD, NDE, FADAMA, SMEDAN, BOA, BOI to facilitate access to fund etc. (v). Increase budgetary provision for Agricultural sector (vi). Support Ondo state Farmers Micro-Finance Bank (vii). Migrate State Micro-credit Agency to Micro-Finance bank		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			(viii). Set aside annually through Micro-credit Agency Five hundred million naira (N500m) as interest free loan to youths and women in Agriculture (ix). Prompt payment of counterpart funding (x). Design a special credit scheme to power Agro-enterprises/commodity (ix). Government should assist grass root development and re-awakening of cooperative movement to pool rural fund.		
4	2017	DATA ACQUISITION	(a). Develop a new data base for Ondo state Farmers on Commodity Association basis (b). A committee made up of relevant ministries and OSACA to be constituted and be empowered to do the survey. (Know Your Farmers). (c) Graduates, Youths, women and retirees interested to register at their local government on commodity association basis.	This will provide first-hand information on those who will like to engage in agriculture and agribusiness as means of employment and livelihood. Also enable the state to have good data base for farms location, production and Land usage.	This can be achieved within one month in office.

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			(d) Financial houses to be invited for the orientation. (e). Creation of Ondo state Farmers Web portal		
5.	2017	MECHANIZATION (a) Private sector Driven Mechanization (b) Collaboration with the National FADAMA Coordinating office for Agric	(i). Create a platform for interface with reputable tractor manufacturing and Sales companies in Nigeria (ii). Sensitization of Cooperatives and other interested bodies in Tractor leasing (iii). Inventorization of existing tractors in the state with a view to concessioning to the Private sector. (i). High level meeting with the National FADAMA Project Coordinator i.) Rehabilitation and equipping of existing workshops in Akure, Ondo and Ikare ii). Training of Tractor Operators and Mechanics iii. Recruitment of staff (a). Professional Engineers -3Nos	i. To facilitate timely availability of tractors and equipment to farmers ii. Increase the availability to the farmers and investment window for the cooperative iii. To ascertain the numbers and conditions of Tractors in the state.	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		Engineering Hiring Enterprise (AEHE) (c) Manpower and Capacity Building	(b) Technical Officers -5Nos		
6		HUMAN CAPACITY DEVELOPMENT Human capital development in agriculture and agribusiness	WECA should be the hub of human capital development in agriculture and agribusiness and should do the following: Determine the area of weakness in the value chain of priority commodities. 1. Develop required training programme with Consultants and the Fed College of Agric Akure to address them. 2. Organize re-orientation training for the state MDAs' staff for the transition to Agri-business. 3. Train the trainers within the system e.g. hire and train adequate number of extension agents (EAs). It is suggested that the government hires immediately	<ul style="list-style-type: none"> To promote Good Agricultural Practices (GAP), Good Business Practices (GBP), Good Environmental Practices (GEP) and Good Social Practices (GSP) among traditional and would-be farmers. This will have a multiplier effects on the poverty alleviation strategy in the state. Women will have sense of belonging Capacity building 	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>after inception a minimum of ten (10) EAs per local government and additional 10 EAs mid-term.</p> <p>9. Further exposure of stakeholders to continuous developments in the ICT world.</p> <p>10. Expose youths and women in Agric. and commodity Associations to entrepreneurial training.</p> <p>11. Facilitate the involvement of tertiary institutions in the State agriculture and agribusiness.</p>		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
7	2017	MARKET AND MARKETING	<ul style="list-style-type: none"> • Strengthen the commodity associations for group marketing • Construct farmers market as a pilot scheme per each senatorial district • Enhance e-marketing and capacity building for processors • Encourage Federal government to establish a cargo port in Akure • Facilitate the establishment of a pilot palm oil tank depot for marketing and industrial uses 		
8	2017	INTERNALLY GENERATED REVENUE (IGR)	<ol style="list-style-type: none"> a. Review Produce Law and Grading fees, licensing procedure and instruments b. Deploy technology to monitor and track activities of timber lorries in and out of the forest reserves c. Organize marketing for farm produce through farmer's market d. Set a revenue target for Produce and Forest exploitation back up with incentives e. Review Forestry revenue generation activities in the coastal area of the state 	<p>To capture more revenue through compliance with the existing law</p> <p>To prevent loss of revenue from timber exploitation</p> <p>To earn foreign exchange to the state.</p> <p>Reducing capital flight from the state</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			f. Review tariff on exotic trees g. Organize stakeholder's forum for all commodities to address bottlenecks and enhance IGR h. Promotion of exportation of farm Produce under AGOA etc. i. Establishment of Dry Port for Agriculture produce and revitalization of the Shippers Council j. Promotion of non-traditional export farm produce. k. Facilitate the opening of NEXIM Bank Liaison office in the state.		
9	2017	YOUTH AND WOMEN IN AGRICULTURE	a) Youth and Women who are interested in agri-businesses shall be organized either for primary production or processing of agricultural produces. b) The relevant ministry shall organize youth and women to form cooperatives to set up cottage industries and farms. a) Depending on the comparative advantage of the local government area, 1000 (youth and women) per LG shall be		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>trained in batches on various agricultural production and agribusiness including processing and marketing</p> <p>b) The state government shall facilitate financial support or partnership with finance houses and international organizations and also key in to FGN intervention programmes such as the Bank of Industry (BOI), Bank of Agriculture (BOA) and commercial banks in the state, and the government should help to remove the bottlenecks often presented by these financial houses. (interest rate, time of release of fund and C of O)</p> <p>c) Introduce School in Agric programme in at least 3 secondary schools per LGA</p> <p>d) Train the Schools' Agriculture Teachers as Farm Managers</p>		
10	2017	CLIMATIC SMART AGRICULTURE	<ul style="list-style-type: none"> • Adopt agro forestry system of farming • Aggressive reforestation • Organize advocacy workshop/seminars on 	(i). Ensure generation of weather data in the two LGA	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		Agro-Climatology (Metrological and Soil Services)	climate change • Research for drought tolerant varieties • Reducing Emission from Deforestation and Forest Degradation (UN-REDD+ programme) (i). Reconstruction of Meteorological Stations at Okitipupa and Igbekebo (ii). Upgrading the existing/obsolete Metrological Instruments in the 19 stations and provision of communication equipments (iii). Upgrading Soil Laboratory Equipments. (iv). Recruitment of Staff (a). Metrological officers 2Nos (b). Laboratory officers -2Nos (c). Laboratory Assistants -2Nos (d). Field overseers 20Nos (v). Provision of Internet Connection and communication equipment at the headquarters. (vi) Purchase of 3Nos Hilux Vehicles (vii) Air meteorological information on a	(i). Ensure proper and regular weather data collection for the state (i). Ensure Soil analysis are completed within the Project (i). To ensure full service delivery of the project mandate/ activities to the state. (i). To enhance quick service delivery of data between the field offices and headquarters	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			daily basis		
11	2017	INPUTS SUPPLY	<ul style="list-style-type: none"> • Agric Input Supply Agency (AISA) to step up monitoring and control of all Agro-chemicals and Agro-dealers. • All Agro-dealers in the state should be registered and licensed • Encourage the use of organic fertilizers • Support and encourage the federal government effort to construct one-stop-shop for the 774 LGAs in Nigeria • Establishment of a seed company for top quality seeds through PPP should be a priority (non in south west). 	(i). To prevent the sales of fake adulterated and prohibited Agro-chemicals and inferior seeds	
12	2017	ESTABLISHMENT OF A SEED COMPANY	<ul style="list-style-type: none"> • Establishment of a seed company for top quality seeds through PPP should be a priority (non in south west). 	(i). Currently there is no Seed Company in the Southwest, therefore an Ondo state Seed Company will service the entire market of South west (ii). To ensure timely availability of high quality, improved seeds to farmers.	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
13	2017	LAND (Land Bank Scheme)	<p>i. Committee on the Land Bank Scheme should be made of relevant MDAs, Traditional Rulers, Community Leaders and OSACA – 5,000 Ha/year</p> <p>ii. Enumeration of existing Community Lands donated to state government</p> <p>iii. Sensitization programme for additional land donations by individuals and communities to the scheme.</p> <p>iv. Identification and Mapping out of adjoining lands to major rivers in the state.</p> <p>v. Strategic meeting with farm land bush clearing companies using PPP approach</p>	<p>i. To ensure judicious management of available land in the state.</p> <p>ii. To ensure increased availability of land for agricultural purposes and cluster farming.</p>	
14	2017	ARABLE CROPS PRODUCTION	<p>i. A land use map to be developed by the Ministry of Agric in collaboration with Lands and Housing.</p> <p>ii. Training the farmers through the EAs (recommended 10 EAs/LG now, 10 EAs/LG</p>		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			mid-term) iii. Minimum of 1000 (youths and women) per LG to be enhanced for farming to create new generation of farmers. iv. Resuscitate development associations, state and LGA, to provide sustainable support for a new generation of farmers		
15	2017	LIVESTOCK, AQUACULTURE AND FISHERIES PRODUCTION Feed mill and livestock breeding and hatchery Value addition and small and medium scale industries (Cottage industries in livestock)	1. Access to low interest multi-year credit facility for meat and dairy processing enterprises. 2. Privatization of government moribund livestock's assets in the state like hatcheries and broiler processing plants. 3. Revisit indigenous breed of cattle. 4. Organize co-operatives among rural women and youths. 5. Facilitate the establishment of enterprises that are supportive in terms of livestock feeds e.g. breweries and flour mills 6. Enhance production of grains (legumes	Employment generation is very high along the production chain a) This has the potential to propel the local fabrication of processing machines by Agricultural engineers and increase income generation for both the farmers and government. b) The local people already have the sustainable technology which should be encouraged by the government agency. c) Will make the farmers more fluid d) To prevent wastage	The feed mills shall be sited in the northern senatorial district while the breeding unit shall be sited in the central senatorial district.

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>and cereals locally)</p> <p>7. Facilitate the utilization of the silo storage facility at Oda road by interested Private individual entrepreneurs.</p> <p>8. Promote school in Agric scheme with livestock component</p> <p>9. Organize marketing of livestock products as an enterprise.</p> <p>10. Facilitate the establishment of Feed mill by the organized private sector.</p> <p>11. Facilitate the establishment of breeding units and hatchery with respect to poultry by PPP.</p>	<p>e) To further empower the farmers</p> <p>f) This will enhance production and</p> <p>g) will increase employment generation</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		ONDO STATE OIL PRODUCING AREAS DEVELOPMENT COMMISSION (OSOPADEC)	It is recommended that a full-fledged <i>Directorate of Agriculture</i> is put in place in OSOPADEC with appropriate funding to handle all aspect of agriculture, like fisheries (aquaculture) rice production etc as this will enhance the income and living standards of the communities in the mandate areas as well as reduce the level of youth restiveness.		
16	2017	ENCROACHMENT, ILLEGAL FELLING, FLITCHING AND INDIAN HEMP CULTIVATION. (i). Tackling the threat of Encroachment	(i) Restructure and strengthen existing machinery of forest protection: Joint Task Force (JTF) (a) Provision of vehicles (6 Nos) (i) Provision of speed boats (2 Nos) (ii) Workshop on re-positioning the work ethics and re-orientation of staff to meet current demand. (iii) Delineation and re-establishment of forest reserve boundaries: Recruitment of Survey Assistants 100 Nos.	(i) Expand the capacity of the security outfit for effective surveillance, and detection of forest offences. (i) Expand the capacity of the security outfit for effective surveillance, and detection of forest offences. (i) To reduce encroachment, illegal felling and flitching (ii) To generate employment (i) To interface with International/Local Conservation	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		(Farming, Indian hemp cultivation), illegal felling and flitching.	(iv) Establish Web Portal on Encroachment (v) Sensitization meetings with Human Rights Organisation. (vi.) Case by case dialogue with Obas/opinion leaders'/community leaders in adjoining encroached forest reserves (vii) Physical ejection of Encroachers and Indian hemp cultivators (Government White Paper, 2007) (viii) Establishment of Mobile Courts to try Encroachers and other forest offenders. (illegal fellers, flinchers) (Government White Paper, 2007 available) (ix) Implementation of Community-Based Forest Management (CBFM) in strategic forest reserves – Akure-Ofosu, Akure, Idanre, Owo, Oluwa series, Osse River Park, Onisere, Irele, Eba Island and Ojigbobini (Report on CBFM, 2011 available) (x) Setting up and inauguration of State	NGOs, UNDP, World Bank etc to partner in conservation and reclamation of encroached forest reserves land. (i) To educate them on the menace and negative impact of encroachment on Ondo State economy and her people (i) To eliminate the menace of encroachment especially Indian hemp cultivation (i) To enhance compliance with the forest law (ii) To put sanity in the handling of forest To interface with the Local communities and elicit their cooperation in surveillance and protection of forest reserves. To halt further spread of encroachment	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			Steering and State Implementation Committee on Encroachment (xi) Recruitment of Conservation staff (designated Green Police) – 100Nos (xii) Provision of Equipment e.g Survey and GIS equipment (xiii) Provision of Vehicles (9Nos) (xiv) Advocacy and enlightenment campaign (xv) Creation of Forum for dialogue with other South West Governors on Deforestation and Encroachment in the South west Zone of Nigeria (a)Raising of seedlings:	and reduce the incidence of other forest offences (i) Mechanism for implementation of CBFM programme in view of the gravisous nature of encroachment (i) To enhance surveillance early detection of offences and protection of forest reserves through enforcement of the law (i) To enhance job performance of staff in supervision and revenue collection (i) To elicit the cooperation of stakeholders and populace to key into government agenda in forest protection (i) To bring the twin problem of Encroachment and Deforestation in the Zone to National focus for	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		(ii) Reforestation of Degraded (Encroached) Forest Reserves Land	(i) Gmelina and Teak: 3 million (ii) Indigenous trees: 0.4million (b) Planting of seedlings: (i) Gmelina and Teak: 1.5000Ha (ii) Indigenous trees: 400Ha (c) Maintenance of Plantations: (i) Gmelina and Teak:1,5000Ha (ii) Indigenous trees: 400Ha (d) Maintenance of Existing Maintenance – 1500 Ha (e) Coppice Management of cropped Teak Plantation: 1000 ha/year (ii) Recruitment of Forestry s (20 Nos), and Silvicultural Assistants (150 Nos) (iii) Resuscitation of Forest Trust Fund (25% of earned forest revenue) (iv) Provision of equipment for planting (survey equipment and vehicles)	financial intervention (i)To increase the stock and forest cover of the forest reserves (ii) To increase capacity of forest reserves to capture carbon. (iii) Improve the productivity of the forest reserves. (iv) To create employment (v) To improve the productivity of the Teak Plantations for 2 nd rotation harvesting (i) To implement the Reforestation programme (i) To shore up capital fund allocation to reforestation programme and provision of equipment etc. (i) To enhance quick service delivery and implementation of planting programme	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
17	2017	PROTECTION AND ENHANCEMENT OF THE PRODUCTIVITY OF FOREST RESERVES	<p>(a) Encouragement of Non-Governmental Organizations (NGOs) in forest conservation–Re-opening of discussions with NGOs who already have link with the State E.g. African Wildlife Foundation (AWF), Kenya and South west/Niger-Delta Forest Project, Abuja.</p> <p>(b) Improvement of Forest roads in strategic forest reserves: Akure-Ofosu, Idanre, Owo, Ala, Oluwa (OAI, OA2, OA3), Osse River Park</p> <p>(c) Inventory of Forest Reserves to access level of resource change in forest reserves.</p> <p>(d) Satellite imaging and mapping of forest reserves.</p> <p>(e) Renovation of old forest camps in Akure- Ofosu, Idanre, Owo, Akure and Oluwa Forest Reserves</p> <p>(f) Advocacy and enlightenment campaign</p>	<p>(i) Enhance take-off of the conservation programme in Akure-Ofosu and Idanre Forest Reserves.</p> <p>(ii) Halt/Limit the spread of encroachment</p> <p>(iii) Assist reclamation of encroached/degraded portion of the forest reserves</p> <p>(i) To enhance surveillance and protection activities of JTF</p> <p>(ii) To keep tract of Produce movement and collect revenue</p> <p>(iii) To enhance government presence and control over its resources.</p> <p>(i) To Ascertain the resource base and determine next policy direction.</p> <p>(i) To ascertain the level of deforestation and degradation.</p> <p>(i) To provide accommodation for</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
				<p>Uniformed Protection Officers and silvicultural and Survey Attendants, and enhance their productivity</p> <p>(i) To educate and elicit the interest of the population on the need and advantages of to protect in the forest reserves</p>	
18	2017	PROMOTION AND ENCOURAGEMENT OF PRIVATE INVESTMENT IN PLANTATION DEVELOPMENT	<p>(i). Advocacy and enlightenment campaign amongst private individuals, entrepreneurs and institutions.</p> <p>(ii) Provision of seedlings at subsidized rate – 2.0 million</p> <p>(iii) Facilitate inclusiveness in accessing Micro-credit Agency loan</p> <p>(iv) Access to degraded forest reserves land (Section 30(i) and (ii) Ondo State Forestry (Amendment) Law, 2008)</p>	<p>(i) To generate interest on the need and advantages of tree planting.</p> <p>(ii) To increase the states forest cover</p> <p>(ii) To provide raw material needs of wood-based industries</p> <p>(i) To expand their capacities and enhance their employment effort</p> <p>(i) To provide forest reserve land for plantation establishment to meet raw material needs of wood-based industries and foreclose future closure.</p> <p>(ii) Enhance productivity of the forest reserves.</p> <p>(iii) Creation of employment opportunities</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
19	2017	PROMOTION OF SELF-SUFFICIENCY IN NON-TIMBER FOREST PRODUCTS (NTFPs)	i) Raising of mixed seedlings of NTFPs (Walnut, Chrysophglum, (<u>Agbalumo</u>), <u>Irvingia</u> (Ogbono), <u>Parkia biglosa</u> (Iru), <u>Jatropha</u> (<u>Lapalapa</u>), <u>Artocarpus</u> (Bread fruit) for distribution and planting in private/individual farmland- 1.0million seedling (ii) Consolidating and securing lands around forest camps and gates. (iii) Advocacy and capacity building of participants in utilization and benefits	(i) Enhance the availability of these products and improve the nutritional status of the populace. (ii) Enhance income of participants (iii) Creation of employment opportunities (iv). Generate revenue to government To improve the knowledge and skill of participant towards higher productivity.	
20	2017	ENHANCEMENT OF THE CAPACITY AND UTILIZATION EFFICIENCY OF SMALL WOOD-BASED INDUSTRIES (SAWMILL)	(i) Regular dialogue with stakeholders (ii) Training to up-date their skills and access to technology (iii) Encouragement to establish plantations	To close the gap between the government and the sector addressing the problems of the sector. (ii) To enhance revenue collection (i) To enhance their productivity and expand capacity to increase employment (i) To meet raw material need to forestall future unexpected closure	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
21	2017	OSSE RIVER PARK (FORMERLY IFON FOREST (GAME) RESERVE)	(a) Government pronouncement on status and need to stop illegal operations (b) Increase funding (c) Re-opening discussion with existing Technical partner (NCF) (d) Creation of Web-portal on Osse River Park (e) Recruitment of Staff: Wildlife Officers (3Nos), Wildlife Technologists (5Nos), Range Assistants (20Nos) (f) Provision of Vehicles (3Nos) motor cycle (10 Nos) and working tools (g) Erection of gates (16 nos) (g) Raising and Planting of seedlings of NTFPs in degraded areas of the park -1.0 million seedling	(i) To keep off illegal operators from the Park (ii) To maintain the sanctity of the Parks and protect its biodiversity (i) To complete Phase 1 activities, to enhance revenue collection (ii). To continue implementation of other phases. (iii). To enhance revenue collection (i) To carry out Needs Assessment and draw up new framework for moving forward To elicit local and international awareness and seek participation of other Conservation NGOs, World Bank, WWF etc. in the other Phase of the Park (i) To ensure systematic implementation of various Phases of Park (ii) To ensure adequate revenue collection (iii). To enhance surveillance and protection (i) To enhance the productivity of the staff	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			(h) Creation of enabling environment for livelihood enhancement of adjoining communities	(ii) To enhance surveillance and protection of the Park against encroachment and illegal activities. To monitor/regulate movement in/out of the Park To enhance the productivity of the park and provide food for the animals. To provide alternative livelihood for the adjoining communities e.g honey production and collection of NTFPs	
22	2017	REDUCING EMISSIONS OF FOREST DEFORESTATION AND DEGRADATION (REDD+)	(i) Purchase of Hilux vehicles (ii) Purchase of motorcycles (iii) Purchase of office equipment and furniture (iv) Project steering committee meeting (v) Meetings of Project Technical Committee (vi) Participation in REDD+ National and International events (vii) Development and hosting of	(i). Hilux Toyota vehicle is need to carry out field activities. (ii). For forest rangers and uniformed staff to carry out surveillance (iii). REDD+ office was established in October 2016, but yet to be furnished with necessary equipment and furniture= (iv)The World Bank had approved participating state to constitute its Steering Committee. It is a statutory committee in line with the approved Project Implementation Manual (PIM)	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		(i) Upgrading of (REDD+) Office	<p>REDD+ Portal</p> <p>(viii) Provision of internet access</p> <p>(ix) Bandwidth and internet subscription</p> <p>(x) Provision of Generator set</p> <p>Deployment of key/supporting staff</p>	<p>(v) The World Bank had approved participating state to constitute its Technical Committee. It is a statutory committee in line with the approved Project Implementation Manual (PIM)</p> <p>(vi) REDD+ is an International programme. No Country or State can run its REDD+ programme alone. Its implementation follows international standard as approved by the United Nations, hence the participation of Ondo State REDD+ in National and International events is mandatory.</p> <p>(vii) This is an activity to be carried out as approved in the Project Implementation Manual. The web portal will interface with the UN, World Bank and other Stakeholders</p> <p>(viii) Internet is a tool to implement REDD+ on a real time. Donor agencies interface with our local office via the internet</p> <p>(ix) This is necessary to activate the internet and to make the web portal running.</p> <p>(x) To complement erratic supply</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		(ii). Stakeholders Engagement	(i). Development of REDD+ process database (ii). Awareness raising/publicity (iii). Stakeholder mapping and survey (vi). Stakeholders forum (v). Capacity building of stakeholders (vi). Production of communication materials including leaflets (vii). Establishment of community-based forest management (viii). Recruitment of forest rangers (ix). Compilation and assessment of best practices in forest management, agro-forestry and eco-agriculture	of power from the National grid (xi) Key/supporting staff should be put in place to achieve the lofty objectives of the project (i) Database of stakeholders with their socio-economic and demographic characteristics have to be captured (ii). REDD+ is a new concept and a paradigm shift from the old method of forest conservation, hence aggressive awareness campaign and publicity is sine qua non (iii). The Project Implementation Manual proved for stakeholders mapping and survey to identify all stakeholders that would be directly or indirectly affected by the activities of REDD+ (iv). The World Bank had approved participating state to constitute its Stakeholder forum. It is a statutory committee in line with the approved Project Implementation Manual (PIM) (v). This is necessary to train stakeholders on key areas of REDD+ (vi). This is necessary to enhance publicity, leaflets and other communication manuals	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		Development of Ondo State REDD+ Strategy		would be produced including documentaries. (vii). This is one of the pillars of REDD+. Community-based forest management is a condition for participation in UN-REDD activities. (viii). To ensure compliance with the ban on logging activities in Akure forest reserve and Osse River Park (ix). Study would be initiated by FAO (i). There is the need for our forest laws to be review and amended to integrate forest carbon rights, customary and land uses and benefit sharing (ii). A requirement of UN-REDD as a matter of international policy and standard This is necessary to evolved the Ondo state REDD+ strategy. (i). A baseline study that would be done in conjunction with the National office of REDD+ (ii). In line with the Project Implementation Manual and international best practices, environmental and social analysis must be	
		Monitoring, Reporting and Verification System (MRV)	(i). Review of Ondo State forest laws (ii). Crafting of Ondo state forest policy (iii)Design a methodology to undertake household survey on forest dependent communities		
		REDD+ Investments enabled to trigger			

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		Phase 2 of REDD+ Implementation	(i) Institutional mapping and assessment of arrangements for the state MRV (ii) Design and implementation of social and environmental safeguard (iii) Procurement of GIS laboratory equipment (iv) Conduct forest inventory (v) Conduct studies on drivers of deforestation and degradation (vi) Design of Reference Emission Level Measurement (vii) M&E activities Capacity building on remote sensing and measurement of GHG	conducted for all REDD+ activities (iii). GIS laboratory is necessary to analysis forest spatial data and analysis form forest inventories (iv). Necessary to provide data on forest health and baseline for carbon sequestration (v). This is a mandatory study in collaboration with the World Bank (vi). REFs database need to be conducted in conjunction with the National office of REDD+ (vii). Impact assessment of REDD+ activities would be routinely carried out. (viii). This necessary to up-scale the knowledge and skill of REDD+ personnel.	
23.	2017	ONDO STATE AFFORESTATION PROGRAMME (OSAP)	(i) Re-asses the Project (ii) Improve (Asphalting) 25 km access road to Project headquarters (iii) Rehabilitate existing facilities e.g buildings, workshops	(i) To ascertain viability and development of framework to meet new policy objectives. E.g. Ecotourism (ii). To enhance revenue collection (i) To ease access by staff and stakeholders	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			(iv) Coppice management of cropped Gmelina plantations- 1000 ha (v) Ejection of existing encroachers (vi) Increase surveillance, Monitoring and protection to check illegal felling, flitching and new encroachers. (vii) Collaboration with adjoining communities on surveillance and protection (viii) Provision of vehicles (4Nos) (ix) Agricultural facilities –Fish Pond (2nos) Oil Palm (20ha), Cashew Plantation (20ha)	to the Project (ii) Facilitate business transaction with Project (iii) To enhance revenue collection To improve the productivity of the Gmelina plantation for 2 nd Rotation harvesting To halt encroachment (i) To enforce the law and hence prevent entry new encroachers and check illegal logging and flitching. (ii) To enhance revenue collection (i) To enhance compliance with the law (ii) To check new encroachers and protect forest ecosystem (i). To enhance the productivity of staff (i). To be reassessed for concession to reputable entrepreneurs on Public –Private- Partnership (PPP) To enhance revenue collection	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
24	2017	PRODUCE SERVICES, ANTI-SMUGGLING AND PEST CONTROL DEPARTMENTS			
		(a). Grading of Cocoa and other Produce –like Palm kernel, Rubber Cashew etc.	(i). Purchase of Grading Seals -3.0 million	(i). For identification of graded Cocoa and other produce emanating from the State (ii)To certify that graded produce have gone through due process (iii). For revenue collection	Seals to be purchased through Competitive bidding
		(b). Completion/ Equipping of the Existing Control Post Building	(i). Complete and equip Control Post building at Isua and Oke-Igbo (ii). Equip Ajebamidele Control Post building. (iii). Construct New Control Post building in strategic locations at Ofosu,Ifon, Akunnu, Iju, and Lipanu.	(i). To carter for Staff welfare and enhance their productivity (ii). Ensure that graded Cocoa produces, round logs and timber moving out of the state pay appropriate required toll fees (iii). To collect revenue on Graded Produce, round logs and timber moving out of the state at weekends	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		(c) Manpower Needed and Capacity Building	(i)Recruitment of Staff: (a) Produce Inspection Service. (b) Produce graders- (30Nos) (c) Produce anti-smuggling and Pest control. (d) Produce superintendent - (24Nos)	(i) Required to implement grading procedures for revenue generation. (ii) To ensure quality of graded produce attain desired standard (iii) Require to monitor the movement of ungraded and grade produce within and out of the state (iv)Monitor the movement of graded produce out of the state at the border control post.	
		(c) Provision of Office Accommodation and Equipment	(i) Government needs to provide equipped or build new and well equipped offices at the local government areas		
		e) Regulation and Monitoring of Produce	(i) Purchase of Hilux vehicles- (a). Produce Inspection Services (6 Nos) (ii) Anti-Smuggling and Pest Control Services	(i) Virtually all produce inspection services offices are in rented apartment with accumulated rents	
		(F) Resuscitation of Pest Control Services	(i) Fumigation of all Produces Grading Stores, Produce	(i)To enforce compliance with produce related laws.	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			Warehouses, Market places, Schools and Dry Ports	(ii)to ensure adequate revenue collection (i) To ensure graded Produces emanating from the state are free of Pest infestation (ii). To generate Revenue to Government.	
25	2017	PLANING, MONITORING AND EVALUATION	Create an independent non-stipendiary Ondo State Agricultural Think Thank (ODSATT) attached to the office of the Governor to monitor, evaluate and review policies.	Continuous monitoring and evaluation of Agricultural policies of the state	

7.2 YEAR 2019

1. Restructuring
2. Infrastructure
3. Agricultural Finance
4. Data Acquisition
5. Mechanization
6. Human Capital Development
7. Market and Marketing
8. Internally Generated Revenue (IGR)
9. Youth and Women in Agriculture
10. Climate Smart Agriculture
11. Input Supply
12. Establishment of a Seed Company
13. Land
14. Arable Crops Production
15. Livestock, Fisheries and Aquaculture
16. Encroachment, Illegal Felling, Flitching and India hemp Cultivation.
17. Protecting and Enhancing the Productivity of Forest Reserves
18. Promotion and Encouragement of Private Plantation Development.
19. Enhancement of Self-sufficiency in Non-timber Forest Products.
20. Enhancement of the Capacity and Utilization Efficiency of Wood-based Industries (Sawmills)
21. OSSE River Park
22. Reducing Emissions from Deforestation and Forest Degradation (REDD+) Department/Programme
23. Ondo State Afforestation Project (OSAP)
24. Produce Services, Anti- Smuggling and Pest Control Departments
25. Planning, Monitoring and Evaluation

Table 7-2 2019 Calenderised Programme

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
1	2019	INSTITUTIONS Restructuring of following Ministries: (i) Agriculture (ii) Natural resources	i) Produce Department to move to Ministry of Agriculture. j) Forestry Departments to move to Ministry of Environment. k) An independent and non-stipendiary Ondo State Agric Think Tank (ODSATT) attached to the office of the Governor should be established for review of Agric. Policies. l) Ondo State Strategic Plan Implementation Monitoring Group (SPIMG) should also be established m) Agricultural Liaison Officer should be created and attached to the State Liaison Office Abuja, to act as a link between the Federal Ministry of Agric. and the State Ministry of Agriculture. n) State Agricultural Emergency Response Agency (SAERA) should be created. o) Enabling laws of produce 2006 should be reviewed. p) Cocoa revolution should be upgraded to Cocoa Management Agency.	For better service delivery <ul style="list-style-type: none"> To reposition agriculture in the state with a view to enhancing production and employment generation. To allow government key in too many agricultural reforms going on internationally. To access international donor funds for the purpose of Agriculture and natural resources Development To develop healthy approach in addressing environmental issues under one umbrella. To allow effective private sector participation. To shift from state-planned economy to market-based economy. 	The restructuring should be done within one month of inception.

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			ALL ABOVE COMPLETED		
		vii. Agricultural Development Programme (ADP) viii. Agricultural Input Supply Agency (AISA) ix. Wealth Creation Agency (WECA)	<p>(5) The state officers in Agriculture should collaborate with the Local government agricultural officers</p> <p>(6) The AISA should retain its initial mandate but with a restricted function and should concentrate on the following activities</p> <p>(a). Registration of Agro-dealers.</p> <p>(b). Monitoring and Evaluation of Inputs Dealers</p> <p>(c) Collaborating with Research Institutes</p> <p>(7) WECA should be retained with a reforms mandate: Reorganized to avoid direct production but be hub for Human Capacity Development in Agriculture and Agribusiness</p> <p>(8) The Agency should use Consultants for the manpower development in collaboration with Federal College of Agric, Akure (FECA)</p>		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		x. Engineering Services NON-GOVERNMENTAL INSTITUTIONS (i). Ondo State Agricultural Commodity Association (OSACA) (ii) UN- Sustainable Development Goal (SDGs)	The Department will continue to exist but to restrict its functions to Training, Supervision and Monitoring (a). Government should facilitate the ongoing restructuring in the Association. (b). A Cabinet level focal point officer to coordinate the implementation of SDGs and Food Security and to co-ordinate Multilateral and Bi-lateral assistance for the state(COMPLETED)	To harness the benefits in the various international Programmes	
2	2019	INFRASTRUCTURE	a). Opening of rural and forest roads at least 100 km/ LG (b). Provision of electricity and supply of water scheme to rural farming areas. (c) Creation of specialized markets. Farmers	a. To facilitate the movement of farm produce to urban areas b. To enhance the standard of living of the rural people. c.) Such villages/markets with	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>market</p> <p>Yam/cassava market can be established at Emure Ile, Fish market at Igbokoda, Palm oil market at Okitipupa/Irele, Cassava market at Oka Akoko and Cocoa market in Ileoluji/Idanre.</p> <p>(d) Development of earthen Dams in collaboration with Fed. Government</p>	<p>time should be developed to international markets where people from all over the world will be coming to trade.</p> <p>d.) In addition, farmers will be linked with these markets and besides, farmers will be encouraged to sell directly their produce to industrial buyers.</p> <p>(a). To facilitate Agricultural Irrigation</p>	
3	2019	AGRICULTURAL FINANCE	<p>(i). Approach the CBN for long tenure loans (multi-year credit facility for Tree crops and livestock)</p> <p>(ii). Anchor Borrowers Scheme</p> <p>(iii). Commercial Agricultural Loans</p> <p>(iv). High level contact with FAO, UNDP, etc. and NGOs, CBN, FMARD, NDE, FADAMA, SMEDAN, BOA, BOI to facilitate access to fund etc.</p> <p>(v). Increase budgetary provision for Agricultural sector</p>		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			(vi). Support Ondo state Farmers Micro-Finance Bank (vii). Migrate State Micro-credit Agency to Micro-Finance bank (viii). Set aside annually through Micro-credit Agency Five hundred million naira (N500m) as interest free loan to youths and women in Agriculture (ix). Prompt payment of counterpart funding (x). Design a special credit scheme to power Agro-enterprises/commodity (ix). Government should assist grass root development and re-awakening of cooperative movement to pool rural fund.		
4	2019	DATA ACQUISITION	(a). Develop a new data base for Ondo state Farmers on Commodity Association basis(COMPLETED) (b). A committee made up of relevant ministries and OSACA to be constituted and be empowered to do the survey. (Know Your Farmers) .(COMPLETED)	This will provide first-hand information on those who will like to engage in agriculture and agribusiness as means of employment and livelihood. Also enable the state to have good data base for farms location, production and Land usage.	This can be achieved within one month in office.

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			(c) Graduates, Youths, women and retirees interested to register at their local government on commodity association basis. (d) Financial houses to be invited for the orientation. (COMPLETED) (e). Creation of Ondo state Farmers Web portal (COMPLETED)		
5.	2019	MECHANIZATION (a) Private sector Driven Mechanization (b) Collaboration	(i). Create a platform for interface with reputable tractor manufacturing and Sales companies in Nigeria (ii). Sensitization of Cooperatives and other interested bodies in Tractor leasing (iii). Inventorization of existing tractors in the state with a view to concessioning to the Private sector. (COMPLETED) (i). High level meeting with the National	i. To facilitate timely availability of tractors and equipment to farmers ii. Increase the availability to the farmers and investment window for the cooperative iii. To ascertain the numbers and conditions of Tractors in the state.	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		with the National FADAMA Coordinating office for Agric Engineering Hiring Enterprise (AEHE) (c) Manpower and Capacity Building	FADAMA Project Coordinator(ONGOING) i.) Rehabilitation and equipping of existing workshops in Akure, Ondo and Ikare ii). Training of Tractor Operators and Mechanics iii. Recruitment of staff (a). Professional Engineers -3Nos (b) Technical Officers -5Nos (a,b COMPLETED)		
6	2019	HUMAN CAPACITY DEVELOPMENT			
		Human capital development in agriculture and agribusiness	WECA should be the hub of human capital development in agriculture and agribusiness and should do the following: 1. Determine the area of weakness in the value chain of priority commodities. 2. Develop required training programme with Consultants and the Fed College of	<ul style="list-style-type: none"> To promote Good Agricultural Practices (GAP), Good Business Practices (GBP), Good Environmental Practices (GEP) and Good Social Practices (GSP) among traditional and would-be 	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>Agric Akure to address them. (ONGOING)</p> <p>3. Organize re-orientation training for the state MDAs' staff for the transition to Agri-business.</p> <p>4. Train the trainers within the system e.g. hire and train adequate number of extension agents (EAs). It is suggested that the government hires immediately after inception a minimum of ten (10) EAs per local government and additional 10 EAs mid-term.</p> <p>5. Further exposure of stakeholders to continuous developments in the ICT world.</p> <p>6. Expose youths and women in Agric. and commodity Associations to entrepreneurial training.</p> <p>7. Facilitate the involvement of tertiary institutions in the State agriculture and agribusiness.</p>	<p>farmers.</p> <ul style="list-style-type: none"> • This will have a multiplier effects on the poverty alleviation strategy in the state. • Women will have sense of belonging • Capacity building 	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
7	2019	MARKET AND MARKETING	<ul style="list-style-type: none"> Strengthen the commodity associations for group marketing Construct farmers market as a pilot scheme per each senatorial district(COMPLETED) Enhance e-marketing and capacity building for processors Encourage Federal government to establish a cargo port in Akure Facilitate the establishment of a pilot palm oil tank depot for marketing and industrial uses 		
8	2019	INTERNALLY GENERATED REVENUE (IGR)	<p>l. Review Produce Law and Grading fees, licensing procedure and instruments(COMPLETED)</p> <p>m. Deploy technology to monitor and track activities of timber lorries in and out of the forest reserves</p> <p>n. Organize marketing for farm produce through farmer's market</p> <p>o. Set a revenue target for Produce and</p>	<p>To capture more revenue through compliance with the existing law</p> <p>To prevent loss of revenue from timber exploitation</p> <p>To earn foreign exchange to the state.</p> <p>Reducing capital flight from the state</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>Forest exploitation back up with incentives</p> <p>p. Review Forestry revenue generation activities in the coastal area of the state</p> <p>q. Review tariff on exotic trees</p> <p>r. Organize stakeholder's forum for all commodities to address bottlenecks and enhance IGR(COMPLETED)</p> <p>s. Promotion of exportation of farm Produce under AGOA etc.</p> <p>t. Establishment of Dry Port for Agriculture produce and revitalization of the Shippers Council</p> <p>u. Promotion of non-traditional export farm produce.</p> <p>v. Facilitate the opening of NEXIM Bank Liaison office in the state.</p>		
9	2019	YOUTH AND WOMEN IN AGRICULTURE	<p>c) Youth and Women who are interested in agri-businesses shall be organized either for primary production or processing of agricultural produces.</p> <p>d) The relevant ministry shall organize youth and women to form cooperatives to set up</p>		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>cottage industries and farms.</p> <p>e) Depending on the comparative advantage of the local government area, 1000 (youth and women) per LG shall be trained in batches on various agricultural production and agribusiness including processing and marketing</p> <p>f) The state government shall facilitate financial support or partnership with finance houses and international organizations and also key in to FGN intervention programmes such as the Bank of Industry (BOI), Bank of Agriculture (BOA) and commercial banks in the state, and the government should help to remove the bottlenecks often presented by these financial houses. (interest rate, time of release of fund and C of O)</p> <p>g) Introduce School in Agric programme in at least 3 secondary schools per LGA</p> <p>h) Train the Schools' Agriculture Teachers as Farm Managers</p>		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
10	2019	CLIMATE SMART AGRICULTURE			
		Agro-Climatology (Metrological and Soil Services)	<ul style="list-style-type: none"> • Adopt agro forestry system of farming • Aggressive reforestation • Organize advocacy workshop/seminars on climate change(COMPLETE) • Research for drought tolerant varieties • Reducing Emission from Deforestation and Forest Degradation (UN-REDD+ programme) 		
			(i). Reconstruction of Meteorological Stations at Okitipupa and Igbekebo	(i). Ensure generation of weather data in the two LGA	
			(ii). Upgrading the existing/obsolete Metrological Instruments in the 19 stations and provision of communication equipment	(i). Ensure proper and regular weather data collection for the state	
			(iii). Upgrading Soil Laboratory Equipment (iv). Recruitment of Staff	(i). Ensure Soil analysis are	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			(a). Metrological officers 2Nos (b). Laboratory officers -2Nos (c). Laboratory Assistants -2Nos (d). Field overseers 20Nos (v). Provision of Internet Connection and communication equipment at the headquarters. (vi) Purchase of 3Nos Hilux Vehicles (vii) Air meteorological information on a daily basis	completed within the Project (i). To ensure full service delivery of the project mandate/ activities to the state. (i). To enhance quick service delivery of data between the field offices and headquarters	
11	2017	INPUTS SUPPLY	<ul style="list-style-type: none"> • Agric Input Supply Agency (AISA) to step up monitoring and control of all Agro- chemicals and Agro-dealers. • All Agro-dealers in the state should be registered and licensed • Encourage the use of organic fertilizers • Support and encourage the federal government effort to construct one-stop-shop for the 774 LGAs in Nigeria • Establishment of a seed company for top 	(i). To prevent the sales of fake adulterated and prohibited Agro-chemicals and inferior seeds	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			quality seeds through PPP should be a priority (non in south west).		
12	2019	ESTABLISHMENT OF A SEED COMPANY	<ul style="list-style-type: none"> Establishment of a seed company for top quality seeds through PPP should be a priority (non in south west). 	<p>(i). Currently there is no Seed Company in the Southwest, therefore an Ondo state Seed Company will service the entire market of South west</p> <p>(ii). To ensure timely availability of high quality, improved seeds to farmers.</p>	
13	2019	LAND (LAND BANK SCHEME)	<p>i. Committee on the Land Bank Scheme should be made of relevant MDAs, Traditional Rulers, Community Leaders and OSACA – 5,000 Ha/year</p> <p>ii. Enumeration of existing Community Lands donated to state government</p> <p>iii. Sensitization programme for additional land donations by individuals and communities to the scheme.</p> <p>iv. Identification and Mapping out of</p>	<p>i. To ensure judicious management of available land in the state.</p> <p>ii. To ensure increased availability of land for agricultural purposes and cluster farming.</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			adjoining lands to major rivers in the state. v. Strategic meeting with farm land bush clearing companies using PPP approach		
14	2019	ARABLE CROPS PRODUCTION			
			i. A land use map to be developed by the Ministry of Agric in collaboration with Lands and Housing. ii. Training the farmers through the EAs (recommended 10 EAs/LG now, 10 EAs/LG mid-term) iii. Minimum of 1000 (youths and women) per LG to be enhanced for farming to create new generation of farmers. iv. Resuscitate development associations, state and LGA, to provide sustainable support for a new generation of farmers		
15	2019	LIVESTOCK, AQUACULTURE AND FISHERIES PRODUCTION			
		Feed mill and livestock breeding	1. Access to low interest multi-year credit facility for meat and dairy processing	Employment generation is very high along the production chain	The feed mills shall be sited in

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		and hatchery Value addition and small and medium scale industries (Cottage industries in livestock)	<p>enterprises.</p> <p>2. Privatization of government moribund livestock's assets in the state like hatcheries and broiler processing plants.</p> <p>3. Revisit indigenous breed of cattle.</p> <p>4. Organize co-operatives among rural women and youths.</p> <p>5. Facilitate the establishment of enterprises that are supportive in terms of livestock feeds e.g. breweries and flour mills</p> <p>6. Enhance production of grains (legumes and cereals locally) . Facilitate the utilization of the silo storage facility at Oda road by interested Private individual entrepreneurs.</p> <p>7. Promote school in Agric scheme with livestock component</p> <p>8. Organize marketing of livestock products as an enterprise.</p> <p>9. Facilitate the establishment of Feed</p>	<p>h) This has the potential to propel the local fabrication of processing machines by Agricultural engineers and increase income generation for both the farmers and government.</p> <p>i) The local people already have the sustainable technology which should be encouraged by the government agency.</p> <p>j) Will make the farmers more fluid</p> <p>k) To prevent wastage</p> <p>l) To further empower the farmers</p> <p>m) This will enhance production and</p> <p>n) will increase employment generation</p>	the northern senatorial district while the breeding unit shall be sited in the central senatorial district.

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		ONDO STATE OIL PRODUCING AREAS DEVELOPMENT COMMISSION (OSOPADEC)	<p>mill by the organized private sector.</p> <p>10. Facilitate the establishment of breeding units and hatchery with respect to poultry by PPP.</p> <p>It is recommended that a full-fledged <i>Directorate of Agriculture</i> is put in place in OSOPADEC with appropriate funding to handle all aspect of agriculture, like fisheries (aquaculture) rice production etc as this will enhance the income and living standards of the communities in the mandate areas as well as reduce the level of youth restiveness.(COMPLETED)</p>		
16	2019	ENCROACHMENT, ILLEGAL FELLING, FLITCHING AND INDIAN HEMP CULTIVATION.			
		(i). Tackling the threat of Encroachment	(i) Restructure and strengthen existing machinery of forest protection: Joint Task Force (JTF)	(i) Expand the capacity of the security outfit for effective surveillance, and detection of forest offences.	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		(Farming, Indian hemp cultivation), illegal felling and flitching.	(a) Provision of vehicles (6-Nos.) (i) Provision of speed boats (2-Nos.) (ii) Workshop on re-positioning the work ethics and re-orientation of staff to meet current demand. (iii) Delineation and re-establishment of forest reserve boundaries: Recruitment of Survey Assistants 100 Nos. (iv) Establish Web Portal on Encroachment (v) Sensitization meetings with Human Rights Organisation. (vi.) Case by case dialogue with Obas/opinion leaders'/community leaders in adjoining encroached forest reserves (vii) Physical ejection of Encroachers and Indian hemp cultivators (Government White Paper, 2007) (ONGOING) (viii) Establishment of Mobile Courts to try Encroachers and other forest offenders. (illegal fellers, flinchers)	(i) Expand the capacity of the security outfit for effective surveillance, and detection of forest offences. (i) To reduce encroachment, illegal felling and flitching (ii) To generate employment (i) To interface with International/Local Conservation NGOs, UNDP, World Bank etc to partner in conservation and reclamation of encroached forest reserves land. (i) To educate them on the menace and negative impact of encroachment on Ondo State economy and her people (i) To eliminate the menace of encroachment especially Indian hemp cultivation	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>(Government White Paper, 2007 available)</p> <p>(ix) Implementation of Community-Based Forest Management (CBFM) in strategic forest reserves – Akure-Ofosu, Akure, Idanre, Owo, Oluwa series, Osse River Park, Onisere, Irele, Eba Island and Ojigbobini (Report on CBFM, 2011 available)</p> <p>(ONGOING)</p> <p>(x) Setting up and inauguration of State Steering and State Implementation Committee on Encroachment</p> <p>(xi) Recruitment of Conservation staff (designated Green Police) – 100Nos</p> <p>(xii) Provision of Equipment e.g Survey and GIS equipment</p> <p>(xiii) Provision of Vehicles (9Nos)</p> <p>(xiv) Advocacy and enlightenment campaign</p> <p>(xv) Creation of Forum for dialogue with other South West Governors on Deforestation and Encroachment in the South west Zone of</p>	<p>(i) To enhance compliance with the forest law</p> <p>(ii) To put sanity in the handling of forest</p> <p>To interface with the Local communities and elicit their cooperation in surveillance and protection of forest reserves.</p> <p>To halt further spread of encroachment and reduce the incidence of other forest offences</p> <p>(i) Mechanism for implementation of CBFM programme in view of the gravious nature of encroachment</p> <p>(i) To enhance surveillance early detection of offences and protection of forest reserves</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			Nigeria	through enforcement of the law	
			ALL COMPLETED	(i) To enhance job performance of staff in supervision and revenue collection (i) To elicit the cooperation of stakeholders and populace to key into government agenda in forest protection (i) To bring the twin problem of Encroachment and Deforestation in the Zone to National focus for financial intervention	
		(ii) Reforestation of Degraded (Encroached) Forest Reserves Land	(a) Raising of seedlings: (i) Gmelina and Teak: 3 million (ii) Indigenous trees: 0.4million (b) Planting of seedlings:	(i) To increase the stock and forest cover of the forest reserves (ii) To increase capacity of forest reserves to capture carbon.	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			(i) Gmelina and Teak: 1.5000Ha (ii) Indigenous trees: 400Ha (c) Maintenance of Plantations: (i) Gmelina and Teak:1,5000Ha (ii) Indigenous trees: 400Ha (d) Maintenance of Existing Maintenance – 1500 Ha (e) Coppice Management of cropped Teak Plantation: 1000 ha/year (ii) Recruitment of Forestry s (20 Nos), and Silvicultural Assistants (150 Nos) (iii) Resuscitation of Forest Trust Fund (25% of earned forest revenue) (iv) Provision of equipment for planting (survey equipment and vehicles)	(iii) Improve the productivity of the forest reserves. (iv) To create employment (v) To improve the productivity of the Teak Plantations for 2 nd rotation harvesting (i) To implement the Reforestation programme (i) To shore up capital fund allocation to reforestation programme and provision of equipment etc. (i) To enhance quick service delivery and implementation of planting programme	
17	2019	PROTECTION AND ENHANCEMENT OF THE PRODUCTIVITY OF FOREST RESERVES			
			(a) Encouragement of Non-Governmental Organizations (NGOs) in forest	(i) Enhance take-off of the conservation programme in	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>conservation–Re-opening of discussions with NGOs who already have link with the State E.g. African Wildlife Foundation (AWF), Kenya and South west/Niger-Delta Forest Project, Abuja.</p> <p>(b) Improvement of Forest roads in strategic forest reserves: Akure-Ofosu, Idanre, Owo, Ala, Oluwa (OAI, OA2, OA3), Osse River Park</p> <p>(c) Inventory of Forest Reserves to access level of resource change in forest reserves.</p> <p>(d) Satellite imaging and mapping of forest reserves.</p> <p>(e) Renovation of old forest camps in Akure-Ofosu, Idanre, Owo, Akure and Oluwa Forest Reserves</p> <p>(f) Advocacy and enlightenment campaign</p>	<p>Akure-Ofosu and Idanre Forest Reserves.</p> <p>(ii) Halt/Limit the spread of encroachment</p> <p>(iii) Assist reclamation of encroached/degraded portion of the forest reserves</p> <p>(iv) To enhance surveillance and protection activities of JTF</p> <p>(v) To keep tract of Produce movement and collect revenue</p> <p>(vi) To enhance government presence and control over its resources.</p> <p>(i) To Ascertain the resource base and determine next policy direction.</p> <p>(i) To ascertain the level of deforestation and degradation.</p> <p>(i) To provide accommodation for Uniformed Protection Officers and Silvicultural and Survey</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
				<p>Attendants, and enhance their productivity</p> <p>(i) To educate and elicit the interest of the population on the need and advantages of to protect in the forest reserves</p>	
18	2019	PROMOTION AND ENCOURAGEMENT OF PRIVATE INVESTMENT IN PLANTATION DEVELOPMENT			
			<p>(i).Advocacy and enlightenment campaign amongst private individuals, entrepreneurs and institutions.</p> <p>(ii) Provision of seedlings at subsidised rate – 2.0 million</p> <p>(iii) Facilitate inclusiveness in accessing Micro-credit Agency loan</p> <p>(iv) Access to degraded forest reserves land (Section 30(i) and (ii) Ondo State Forestry (Amendment) Law, 2008)</p>	<p>(i) To generate interest on the need and advantages of tree planting.</p> <p>(ii) To increase the states forest cover</p> <p>(ii) To provide raw material needs of wood-based industries</p> <p>(i) To expand their capacities and enhance their employment effort</p> <p>(i) To provide forest reserve land for plantation establishment to meet raw material needs of wood-based industries and foreclose</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
				future closure. (ii) Enhance productivity of the forest reserves. (iii) Creation of employment opportunities	
19	2019	PROMOTION OF SELF-SUFFICIENCY IN NON-TIMBER FOREST PRODUCTS (NTFPS)			
			i) Raising of mixed seedlings of NTFPs (Walnut, Chrysophglum, (<u>Agbalumo</u>), <u>Irvinga</u> (Ogbono), <u>Parkia biglosa</u> (Iru), <u>Jatropha</u> (<u>Lapalapa</u>), <u>Artocarpus</u> (Bread fruit) for distribution and planting in private/individual farmland- 1.0million seedling (ii) Consolidating and securing lands around forest camps and gates. (iii) Advocacy and capacity building of participants in utilization and benefits	(i) Enhance the availability of these products and improve the nutritional status of the populace. (ii) Enhance income of participants (iii) Creation of employment opportunities (iv). Generate revenue to government To improve the knowledge and skill of participant towards higher productivity.	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
20	2019	ENHANCEMENT OF THE CAPACITY AND UTILIZATION EFFICIENCY OF SMALL WOOD-BASED INDUSTRIES (SAWMILL)			
			(i) Regular dialogue with stakeholders (ii) Training to up-date their skills and access to technology (iii) Encouragement to establish plantations	To close the gap between the government and the sector addressing the problems of the sector. (ii) To enhance revenue collection (i) To enhance their productivity and expand capacity to increase employment (i) To meet raw material need to forestall future unexpected closure	
21	2019	OSSE RIVER PARK (FORMERLY IFON FOREST (GAME) RESERVE)			
			(a) Government pronouncement on status and need to stop illegal operations (b) Increase funding	(i) To keep off illegal operators from the Park (ii) To maintain the sanctity of the	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			(c) Re-opening discussion with existing Technical partner (NCF) (d) Creation of Web-portal on Osse River Park (e) Recruitment of Staff: Wildlife Officers (3Nos), Wildlife Technologists (5Nos), Range Assistants (20Nos) (f) Provision of Vehicles (3Nos) motor cycle (10 Nos) and working tools (a to f COMPLETED) (g) Erection of gates (16 nos) (g) Raising and Planting of seedlings of NTFPs in degraded areas of the park -1.0 million seedling (h) Creation of enabling environment for livelihood enhancement of adjoining communities	Parks and protect its biodiversity (i) To complete Phase 1 activities, to enhance revenue collection (ii). To continue implementation of other phases. (iii). To enhance revenue collection (i) To carry out Needs Assessment and draw up new framework for moving forward To elicit local and international awareness and seek participation of other Conservation NGOs, World Bank, WWF etc in the other Phase of the Park (i) To ensure systematic implementation of various Phases of Park (ii) To ensure adequate revenue collection	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
				<p>(iii) To enhance surveillance and protection</p> <p>(i) To enhance the productivity of the staff</p> <p>(ii) To enhance surveillance and protection of the Park against encroachment and illegal activities.</p> <p>To monitor/regulate movement in/out of the Park</p> <p>To enhance the productivity of the park and provide food for the animals.</p> <p>To provide alternative livelihood for the adjoining communities e.g honey production and collection of NTFPs</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
22	2019	REDUCING EMISSIONS OF FOREST DEFORESTATION AND DEGRADATION (REDD+)			
		(i) Upgrading of (REDD+) Office	(xi) Purchase of Hilux vehicles (xii) Purchase of motorcycles (xiii) Purchase of office equipment and furniture (I to ii COMPLETED) (xiv) Project steering committee meeting (xv) Meetings of Project Technical Committee (xvi) Participation in REDD+ National and International events (xvii) Development and hosting of REDD+ Portal (xviii) Provision of internet access (xix) Bandwidth and internet subscription (xx) Provision of Generator set Deployment of key/supporting staff	(i). Hilux Toyota vehicle is need to carry out field activities. (ii). For forest rangers and uniformed staff to carry out surveillance (iii). REDD+ office was established in October 2016, but yet to be furnished with necessary equipment and furniture (iv)The World Bank had approved participating state to constitute its Steering Committee. It is a statutory committee in line with the approved Project Implementation Manual (PIM) (v) The World Bank had approved participating state to constitute its Technical Committee. It is a statutory committee in line with the approved Project Implementation Manual (PIM) (vi)REDD+ is an International programme. No Country or State can run its REDD+ programme alone. Its implementation follows international standard as approved by the United Nations, hence the participation of Ondo State REDD+ in National and	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>(i). Development of REDD+ process database(COMPLETED)</p> <p>(ii). Awareness raising/publicity</p> <p>(iii). Stakeholder mapping and survey</p> <p>(vi). Stakeholders forum</p> <p>(v). Capacity building of stakeholders</p>	<p>International events is mandatory.</p> <p>(vii) This is an activity to be carried out as approved in the Project Implementation Manual. The web portal will interface with the UN, World Bank and other Stakeholders</p> <p>(viii) Internet is a tool to implement REDD+ on a real time. Donor agencies interface with our local office via the internet</p> <p>(ix)This is necessary to activate the internet and to make the web portal running.</p> <p>(x) To complement erratic supply of power from the National grid</p> <p>(xi) Key/supporting staff should be put in place to achieve the lofty objectives of the project</p> <p>(i)Database of stakeholders with their socio-economic and demographic characteristics have to be captured</p> <p>(ii). REDD+ is a new concept and a paradigm shift from the old method of forest conservation, hence aggressive awareness campaign and publicity is sine qua non</p> <p>(iii). The Project Implementation Manual proved for</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		(ii). Stakeholders Engagement	<p>(vi). Production of communication materials including leaflets</p> <p>(vii). Establishment of community-based forest management</p> <p>(viii). Recruitment of forest rangers</p> <p>(ix). Compilation and assessment of best practices in forest management, agro-forestry and eco-agriculture</p> <p>(i). Review of Ondo State forest laws</p> <p>(ii). Crafting of Ondo state forest policy</p> <p>(iii) Design a methodology to undertake household survey on forest dependent communities</p>	<p>stakeholders mapping and survey to identify all stakeholders that would be directly or indirectly affected by the activities of REDD+</p> <p>(iv). The World Bank had approved participating state to constitute its Stakeholder forum. It is a statutory committee in line with the approved Project Implementation Manual (PIM)</p> <p>(v). This is necessary to train stakeholders on key areas of REDD+</p> <p>(vi). This is necessary to enhance publicity, leaflets and other communication manuals would be produced including documentaries.</p> <p>(vii). This is one of the pillars of REDD+. Community-based forest management is a condition for participation in UN-REDD activities.</p> <p>(viii). To ensure compliance with the ban on logging activities in Akure forest reserve and Osse River Park</p> <p>(ix). Study would be initiated by FAO</p> <p>(i). There is the need for our forest laws to be review and amended to integrate forest carbon rights, customary and land uses and benefit sharing</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		<p>Development of Ondo State REDD+ Strategy</p> <p>Monitoring, Reporting and Verification System (MRV)</p> <p>REDD+ Investments enabled to trigger Phase 2 of REDD+ Implementation</p>	<p>(viii) Institutional mapping and assessment of arrangements for the state MRV</p> <p>(ix) Design and implementation of social and environmental safeguard</p> <p>(x) Procurement of GIS laboratory equipment</p> <p>(xi) Conduct forest inventory</p> <p>(xii) Conduct studies on drivers of deforestation and degradation</p> <p>(xiii) Design of Reference Emission Level Measurement</p> <p>(xiv) M&E activities</p> <p>Capacity building on remote sensing and measurement of GHG</p>	<p>(ii). A requirement of UN-REDD as a matter of international policy and standard</p> <p>This is necessary to evolved the Ondo state REDD+ strategy.</p> <p>(i). A baseline study that would be done in conjunction with the National office of REDD+</p> <p>(ii). In line with the Project Implementation Manual and international best practices, environmental and social analysis must be conducted for all REDD+ activities</p> <p>(iii).GIS laboratory is necessary to analysis forest spatial data and analysis form forest inventories</p> <p>(iv).Necessary to provide data on forest health and baseline for carbon sequestration</p> <p>(v).This is a mandatory study in collaboration with the World Bank</p> <p>(vi). REFs database need to be conducted in conjunction with the National office of REDD+</p> <p>(vii). Impact assesement of REDD+ activities would be routinely carried out.</p> <p>(viii).This necessary to up-scale the knowledge and skill of REDD+ personnel.</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
23.	2019	ONDO STATE AFFORESTATION PROGRAMME (OSAP)			
			(i) Re-asses the Project(COMPLETED) (ii) Improve (Asphalting) 25 km access road to Project headquarters (iii)Rehabilitate existing facilities e.g. buildings, workshops (iv)Coppice management of cropped Gmelina plantations- 1000 ha (v) Ejection of existing encroachers (vi) Increase surveillance, Monitoring and protection to check illegal felling, flitching and new encroachers. (vii) Collaboration with adjoining communities on surveillance and protection (viii)Provision of vehicles (4Nos) (ix) Agricultural facilities –Fish Pond (2nos) Oil Palm (20ha), Cashew Plantation (20ha)	(i)To ascertain viability and development of framework to meet new policy objectives. E.g Ecotourism (ii). To enhance revenue collection (i)To ease access by staff and stakeholders to the Project (ii)Facilitate business transaction with Project (iii)To enhance revenue collection To improve the productivity of the Gmelina plantation for 2 nd Rotation harvesting To halt encroachment (i)To enforce the law and hence prevent entry new encroachers and check illegal logging and flitching. (ii)To enhance revenue collection (i)To enhance compliance with the law (ii) To check new encroachers and protect forest ecosystem	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
				(i). To enhance the productivity of staff (i). To be reassessed for concession to reputable entrepreneurs on Public –Private-Partnership (PPP) To enhance revenue collection	
24	2019	PRODUCE SERVICES, ANTI- SMUGGLING AND PEST CONTROL DEPARTMENTS			
		(a). Grading of Cocoa and other Produce –like Palm kernel, Rubber Cashew etc. (b). Completion/ Equipping of the Existing Control Post Building	(i). Purchase of Grading Seals -3.0 million (i). Complete and equip Control Post building at Isua and Oke-Igbo (ii). Equip Ajebamidele Control Post building. (iii). Construct New Control Post building in strategic locations at Ofosu, Ifon, Akunnu, Iju, and Lipanu.	(i). For identification of graded Cocoa and other produce emanating from the State (ii) To certify that graded produce have gone through due process (iii). For revenue collection (i). To cater for Staff welfare and enhance their productivity (ii). Ensure that graded Cocoa produces, round logs and timber moving out of the state pay appropriate required toll fees (iii). To collect revenue on Graded Produce, round logs and timber moving out of the state	Seals to be purchased through Competitive bidding

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			(i)Recruitment of Staff: (COMPLETED) (a) Produce Inspection Service. (b) Produce graders- (30Nos) (c) Produce anti-smuggling and Pest control. (d) Produce superintendent - (24Nos)	at weekends (i) Required to implement grading procedures for revenue generation. (ii) To ensure quality of graded produce attain desired standard (iii) Require to monitor the movement of ungraded and grade produce within and out of the state (iv)Monitor the movement of graded produce out of the state at the border control post. (i) Virtually all produce inspection services offices are in rented apartment with accumulated rents	
		(c) Manpower Needed and Capacity Building	(i) Government needs to provide equipped or build new and well equipped offices at the local government areas	(i)To enforce compliance with produce related laws.	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION		REMARKS
		(d) Provision of Office Accommodation and Equipment e) Regulation and Monitoring of Produce (f) Resuscitation of Pest Control Services	(i) Purchase of Hilux vehicles- (a). Produce Inspection Services (6 Nos) (ii) Anti-Smuggling and Pest Control Services(COMPLETED) (i) Fumigation of all Produces Grading Stores, Produce Warehouses, Market places, Schools and Dry Ports	(ii)to ensure adequate revenue collection (i) To ensure graded Produces emanating from the state are free of Pest infestation (ii). To generate Revenue to Government.		
25	2019	PLANING, MONITORING AND EVALUATION				
			Create an independent non-stipendiary Ondo State Agricultural Think Thank (ODSATT) attached to the office of the Governor to monitor, evaluate and review policies.	Continuous monitoring and evaluation of Agricultural policies of the state		

7.3 YEAR 2020

24. Restructuring
25. Infrastructure
26. Agricultural Finance
27. Data Acquisition
28. Mechanization
29. Human Capital Development
30. Market and Marketing
31. Internally Generated Revenue (IGR)
32. Youth and Women in Agriculture
33. Climate Smart Agriculture
34. Input Supply
35. Establishment of a Seed Company
36. Land
37. Arable Crops Production
38. Livestock, Fisheries and Aquaculture
39. Encroachment, Illegal Felling, Flitching and India hemp Cultivation.
40. Protecting and Enhancing the Productivity of Forest Reserves
41. Promotion and Encouragement of Private Plantation Development.
42. Enhancement of Self-sufficiency in Non-timber Forest Products.
43. Enhancement of the Capacity and Utilization Efficiency of Wood-based Industries (Sawmills)
44. OSSE River Park
45. Reducing Emissions from Deforestation and Forest Degradation (REDD+) Department/ Programme
46. Ondo State Afforestation Project (OSAP)
24. Produce Services, Anti- Smuggling and Pest Control Departments
26. Planning, Monitoring and Evaluation

Table 7-3 2020 Calenderised programmes

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS.
1	2020	INSTITUTIONS Restructuring of following Ministries: xi. Agriculture xii. Natural resources	a) Produce Department to move to Ministry of Agriculture. b) Forestry Departments to move to Ministry of Environment. c) An independent and non-stipendiary Ondo State Agric Think Thank (ODSATT) attached to the office of the Governor should be established for review of Agric. Policies. d) Ondo State Strategic Plan Implementation Monitoring Group (SPIMG) should also be established e) Agricultural Liaison Officer should be created and attached to the State Liaison Office Abuja, to act as a link between the Federal Ministry of Agric. and the State Ministry of Agriculture. f) State Agricultural Emergency Response Agency (SAERA) should be created. g) Enabling laws of produce 2006 should be reviewed. h) Cocoa revolution should be upgraded to Cocoa Management Agency.		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS.
			i) ALL ABOVE COMPLETED		
		xiii. Agricultural Development Programme (ADP) xiv. Agricultural Input Supply Agency (AISA) xv. Wealth Creation Agency (WECA) xvi. Engineering Services	<p>The state officers in Agriculture should collaborate with the Local government agricultural officers</p> <p>The AISA should retain its initial mandate but with a restricted function and should concentrate on the following activities:</p> <p>(a). Registration of Agro-dealers. (b). Monitoring and Evaluation of Inputs Dealers (c) Collaborating with Research Institutes (9) WECA should be retained with a reforms mandate: Reorganized to avoid direct production but be hub for Human Capacity Development in Agriculture and Agribusiness (10) The Agency should use Consultants for the manpower development in collaboration with Federal College of Agric, Akure (FECA)</p> <p>The Department will continue to exist but to restrict its functions to Training, Supervision and Monitoring</p>		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS.
		NON- GOVERNMENTAL INSTITUTIONS (i). Ondo State Agricultural Commodity Association (OSACA) (ii) UN- Sustainable Development Goal (SDGs)	(a). Government should facilitate the ongoing restructuring in the Association. COMPLETED		
2	2020	INFRASTRUCTURE	a). Opening of rural and forest roads at least 100 km/ LG (b). Provision of electricity and supply of water scheme to rural farming areas. (c) Creation of specialized markets. Farmers market	a. To facilitate the movement of farm produce to urban areas b. To enhance the standard of living of the rural people. c.) Such villages/markets with time should be developed to	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS.
			<p>Yam/cassava market can be established at Emure Ile, Fish market at Igbokoda, Palm oil market at Okitipupa/Irele, Cassava market at Oka Akoko and Cocoa market in Ileoluji/Idanre.</p> <p>(d) Development of earthen Dams in collaboration with Fed. Government</p>	<p>international markets where people from all over the world will be coming to trade.</p> <p>d.) In addition, farmers will be linked with these markets and besides, farmers will be encouraged to sell directly their produce to industrial buyers.</p> <p>(a). To facilitate Agricultural Irrigation</p>	
3	2020	AGRICULTURAL FINANCE	<p>(i). Approach the CBN for long tenure loans (multi-year credit facility for Tree crops and livestock)</p> <p>(ii). Anchor Borrowers Scheme</p> <p>(iii). Commercial Agricultural Loans</p> <p>(iv). High level contact with FAO, UNDP, etc. and NGOs, CBN, FMARD, NDE, FADAMA, SMEDAN, BOA, BOI to facilitate access to fund etc.</p>		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS.
			(v). Increase budgetary provision for Agricultural sector (vi). Support Ondo state Farmers Micro-Finance Bank (vii). Migrate State Micro-credit Agency to Micro-Finance bank (viii). Set aside annually through Micro-credit Agency Five hundred million naira (N500m) as interest free loan to youths and women in Agriculture (ix). Prompt payment of counterpart funding (x). Design a special credit scheme to power Agro-enterprises/commodity (ix). Government should assist grass root development and re-awakening of cooperative movement to pool rural fund.		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS.
4	2020	DATA ACQUISITION	<p>(a). Develop a new data base for Ondo state Farmers on Commodity Association basis (ONGOING)</p> <p>(b). A committee made up of relevant ministries and OSACA to be constituted and be empowered to do the survey. (Know Your Farmers). (ONGOING)</p> <p>(c) Graduates, Youths, women and retirees interested to register at their local government on commodity association basis.</p> <p>(d) Financial houses to be invited for the orientation (COMPLETED).</p> <p>(e). Creation of Ondo state Farmers Web portal (COMPLETED)</p>	This will provide first-hand information on those who will like to engage in agriculture and agribusiness as means of employment and livelihood. Also enable the state to have good data base for farms location, production and Land usage.	This can be achieved within one month in office.
5.	2020	MECHANIZATION (a) Private sector Driven Mechanization	<p>(i). Create a platform for interface with reputable tractor manufacturing and Sales companies in Nigeria</p> <p>(ii). Sensitization of Cooperatives and other interested bodies in Tractor leasing</p> <p>(iii). Inventorization of existing tractors in the</p>	<p>i. To facilitate timely availability of tractors and equipments to farmers</p> <p>ii. Increase the availability to the farmers and investment window for the cooperative</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS.
		(b) Collaboration with the National FADAMA Coordinating office for Agric Engineering Hiring Enterprise (AEHE) (c) Manpower and Capacity Building	state with a view to concessioning to the Private sector. (COMPLETED) (i). High level meeting with the National FADAMA Project Coordinator (COMPLETED) i.) Rehabilitation and equipping of existing workshops in Akure, Ondo and Ikare ii). Training of Tractor Operators and Mechanics iii. Recruitment of staff (COMPLETED) (a). Professional Engineers -3Nos (b) Technical Officers -5Nos	iii. To ascertain the numbers and conditions of Tractors in the state.	
6	2020	HUMAN CAPACITY DEVELOPMENT Human capital development in agriculture and agribusiness	WECA should be the hub of human capital development in agriculture and agribusiness in collaboration with Consultants and the Federal College of Agriculture, Akure and should do the following: 1. Determine the area of weakness in the value chain of priority commodities. 2. Develop required training programme with Consultants and the Fed College of Agric Akure to address them.	<ul style="list-style-type: none"> To promote Good Agricultural Practices (GAP), Good Business Practices (GBP), Good Environmental Practices (GEP) and Good Social Practices (GSP) among traditional and would-be farmers. This will have a multiplier 	

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			<p>3. Organize re-orientation training for the state MDAs' staff for the transition to Agri-business.</p> <p>4. Train the trainers within the system e.g. hire and train adequate number of extension agents (EAs). It is suggested that the government hires immediately after inception a minimum of ten (10) EAs per local government and additional 10 EAs mid-term.</p> <p>5. Further exposure of stakeholders to continuous developments in the ICT world.</p> <p>6. Expose youths and women in Agric. and commodity Associations to entrepreneurial training.</p> <p>7. Facilitate the involvement of tertiary institutions in the State agriculture and agribusiness.</p>	<p>effects on the poverty alleviation strategy in the state.</p> <ul style="list-style-type: none"> • Women will have sense of belonging • Capacity building 	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS.
7	2020	MARKET AND MARKETING	<ul style="list-style-type: none"> Strengthen the commodity associations for group marketing Construct farmers market as a pilot scheme per each senatorial district Enhance e-marketing and capacity building for processors Encourage Federal government to establish a cargo port in Akure Facilitate the establishment of a pilot palm oil tank depot for marketing and industrial uses 		
8	2020	INTERNALLY GENERATED REVENUE (IGR)	<p>(i) Review Produce Law and Grading fees, licensing procedure and instruments(Completed)</p> <p>(ii) Deploy technology to monitor and track activities of timber lorries in and out of the forest reserves</p> <p>(iii) Organize marketing for farm produce through farmer's market</p>	<p>To capture more revenue through compliance with the existing law</p> <p>To prevent loss of revenue from timber exploitation</p> <p>To earn foreign exchange to the state.</p> <p>Reducing capital flight from the state</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS.
			(iv) Set a revenue target for Produce and Forest exploitation back up with incentives (v) Review Forestry revenue generation activities in the coastal area of the state(COMPLETED) (vi) Review tariff on exotic trees(COMPLETED) (vii)Organize stakeholders forum for all commodities to address bottlenecks and enhance IGR(COMPLETED) (viii) Promotion of exportation of farm Produce under AGOA etc. (ix) Establishment of Dry Port for Agriculture produce and revitalization of the Shippers Council (x) Promotion of non-traditional export farm produce. (xi) Facilitate the opening of NEXIM Bank Liaison office in the state.		

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9	2020	YOUTH AND WOMEN IN AGRICULTURE	<p>a. Youth and Women who are interested in agri-businesses shall be organized either for primary production or processing of agricultural produces.</p> <p>b. The relevant ministry shall organize youth and women to form cooperatives to set up cottage industries and farms.</p> <p>c. Depending on the comparative advantage of the local government area, 1000 (youth and women) per LG shall be trained in batches on various agricultural production and agribusiness including processing and marketing</p> <p>d. The state government shall facilitate financial support or partnership with finance houses and international organizations and also key in to FGN intervention programmes such as the Bank of Industry (BOI), Bank of Agriculture (BOA) and commercial banks in the state,</p>		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>and the government should help to remove the bottlenecks often presented by these financial houses. (interest rate, time of release of fund and C of O)</p> <p>e. Introduce School in Agric programme in at least 3 secondary schools per LGA</p> <p>f. Train the Schools' Agriculture</p> <p>a. Teachers as Farm Managers</p>		
10	2020	<p>CLIMATE SMART AGRICULTURE</p> <p>(a) Agro-Climatology (Metrological and Soil Services</p>	<ul style="list-style-type: none"> • Adopt agro forestry system of farming • Aggressive reforestation • Organize advocacy workshop/seminars on climate change • Research for drought tolerant varieties • Reducing Emission from Deforestation and Forest Degradation (UN-REDD+ programme) <p>(i). Reconstruction of Meteorological Stations at Okitipupa and Igbekebo</p> <p>(ii). Upgrading the existing/obsolete Metrological Instruments in the 19 stations and provision of communication equipment</p>	<p>(i). Ensure generation of weather data in the two LGA</p> <p>(i). Ensure proper and regular weather data collection for the state</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			(iii). Upgrading Soil Laboratory Equipment. (iv). Recruitment of Staff (a). Metrological officers 2Nos (b). Laboratory officers -2Nos (c). Laboratory Assistants -2Nos (d). Field overseers 20Nos (v). Provision of Internet Connection and communication equipment at the headquarters. (vi) Purchase of 3Nos Hilux Vehicles (vii) Air meteorological information on a daily basis	(i). Ensure Soil analysis are completed within the Project (i). To ensure full service delivery of the project mandate/ activities to the state. (i). To enhance quick service delivery of data between the field offices and headquarters	
11	2020	INPUTS SUPPLY	<ul style="list-style-type: none"> • Agric Input Supply Agency (AISA) to step up monitoring and control of all Agro-chemicals and Agro-dealers. • All Agro-dealers in the state should be registered and licensed • Encourage the use of organic fertilizers • Support and encourage the federal 	(i). To prevent the sales of fake adulterated and prohibited Agro-chemicals and inferior seeds	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>government effort to construct one-stop-shop for the 774 LGAs in Nigeria</p> <ul style="list-style-type: none"> Establishment of a seed company for top quality seeds through PPP should be a priority (none in south-west). <p>(COMPLETED)</p>		
12	2020	ESTABLISHMENT OF A SEED COMPANY	<ul style="list-style-type: none"> Establishment of a seed company for top quality seeds through PPP should be a priority (non in south west). <p>(COMPLETED)</p>	<p>(i). Currently there is no Seed Company in the Southwest, therefore an Ondo state Seed Company will services the entire market of South west</p> <p>(ii). To ensure timely availability of high quality, improved seeds to farmers.</p>	
13	2020	LAND (LAND BANK SCHEME)	<p>i. Committee on the Land Bank Scheme should be made of relevant MDAs, Traditional Rulers, Community Leaders and OSACA – 5,000 Ha.</p> <p>ii. Enumeration of existing Community Lands donated to state government(COMPLETED)</p> <p>iii. Sensitization programme for additional land donations by individuals and</p>	<p>i. To ensure judicious management of available land in the state.</p> <p>ii. To ensure increased availability of land for agricultural purposes and cluster farming.</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			<p>communities to the scheme.</p> <p>iv. Identification and Mapping out of adjoining lands to major rivers in the state.</p> <p>v. Strategic meeting with farm land bush clearing companies using PPP approach</p>		
14	2020	ARABLE CROPS PRODUCTION	<p>i. A land use map to be developed by the Ministry of Agric in collaboration with Lands and Housing. (COMPLETED)</p> <p>ii. Training the farmers through the EAs (recommended 10 EAs/LG now, 10 EAs/LG mid-term)</p> <p>iii. Minimum of 1000 (youths and women) per LG to be enhanced for farming to create new generation of farmers. (COMPLETED)</p> <p>iv. Resuscitate development associations, state and LGA, to provide sustainable support for a new generation of farmers</p>		
15	2020	LIVESTOCK, AQUACULTURE AND FISHERIES PRODUCTION	<p>1. Access to low interest multi-year credit facility for meat and dairy processing enterprises.</p> <p>2. Privatization of government moribund</p>	<p>Employment generation is very high along the production chain</p> <p>o) This has the potential to propel the local fabrication of processing</p>	<p>The feed mills shall be sited in the northern</p>

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		Feed mill and livestock breeding and hatchery Value addition and small and medium scale industries (Cottage industries in livestock)	<p>livestock's assets in the state like hatcheries and broiler processing plants (COMPLETED).</p> <p>3. Revisit indigenous breed of cattle.</p> <p>4. Organize co-operatives among rural women and youths.</p> <p>5. Facilitate the establishment of enterprises that are supportive in terms of livestock feeds e.g. breweries and flour mills</p> <p>6. Enhance production of grains (legumes and cereals locally)</p> <p>7. Facilitate the utilization of the silo storage facility at Oda road by interested Private individual entrepreneurs.</p> <p>8. Promote school in Agric scheme with livestock component</p> <p>9. Organize marketing of livestock products as an enterprise.</p> <p>10. Facilitate the establishment of Feed mill by the organized private sector.</p> <p>11. Facilitate the establishment of breeding units and hatchery with respect to poultry by PPP.</p>	<p>machines by Agricultural engineers and increase income generation for both the farmers and government.</p> <p>p) The local people already have the sustainable technology which should be encouraged by the government agency.</p> <p>q) Will make the farmers more fluid</p> <p>r) To prevent wastage</p> <p>s) To further empower the farmers</p> <p>t) This will enhance production and</p> <p>u) will increase employment generation</p>	<p>senatorial district while the breeding unit shall be sited in the central senatorial district.</p>

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		ONDO STATE OIL PRODUCING AREAS DEVELOPMENT COMMISSION (OSOPADEC)	It is recommended that a full-fledged <i>Directorate of Agriculture</i> is put in place in OSOPADEC with appropriate funding to handle all aspect of agriculture, like fisheries (aquaculture) rice production etc as this will enhance the income and living standards of the communities in the mandate areas as well as reduce the level of youth restiveness(COMPLETED).		
16	2020	ENCROACHMENT, ILLEGAL FELLING, FLITCHING AND INDIAN HEMP CULTIVATION. (i). Tackling the threat of Encroachment (Farming, Indian hemp cultivation),	(i) Restructure and strengthen existing machinery of forest protection: Joint Task Force (JTF) (a)Provision of vehicles (6 Nos) (i) Provision of speed boats (2 Nos) (ii) Workshop on re-positioning the work ethics and re-orientation of staff to meet current demand. (iii) Delineation and re-establishment of forest reserve boundaries: Recruitment of Survey	(i) Expand the capacity of the security outfit for effective surveillance, and detection of forest offences. (i) Expand the capacity of the security outfit for effective surveillance, and detection of forest offences. (i)To reduce encroachment, illegal felling and flitching (ii) To generate employment (i) To interface with International/Local Conservation NGOs, UNDP, World Bank	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		illegal felling and flitching.	<p>Assistants 100 Nos.</p> <p>(iv) Establish Web Portal on Encroachment</p> <p>(v) Sensitization meetings with Human Rights Organization.</p> <p>(vi.) Case by case dialogue with Obas/opinion leader's/community leaders in adjoining encroached forest reserves</p> <p>(vii) Physical ejection of Encroachers and Indian hemp cultivators (Government White Paper, 2007) (ONGOING)</p> <p>(viii) Establishment of Mobile Courts to try Encroachers and other forest offenders. (illegal fellers, flinchers)</p> <p>(Government White Paper, 2007 available)</p> <p>(ix) Implementation of Community-Based Forest Management (CBFM) in strategic forest reserves – Akure-Ofosu, Akure, Idanre, Owo, Oluwa series, Osse River Park, Onisere, Irele, Eba Island and Ojigbobini (Report on CBFM, 2011 available)</p>	<p>etc to partner in conservation and reclamation of encroached forest reserves land.</p> <p>(i) To educate them on the menace and negative impact of encroachment on Ondo State economy and her people</p> <p>(i) To eliminate the menace of encroachment especially Indian hemp cultivation</p> <p>(i) To enhance compliance with the forest law</p> <p>(ii) To put sanity in the handling of forest</p> <p>To interface with the Local communities and elicit their cooperation in surveillance and protection of forest reserves.</p> <p>To halt further spread of encroachment and reduce the incidence of other forest offences</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
			(x) Setting up and inauguration of State Steering and State Implementation Committee on Encroachment (xi) Recruitment of Conservation staff (designated Green Police) – 100Nos (xii) Provision of Equipment e.g Survey and GIS equipment (xiii) Provision of Vehicles (9Nos) (xiv) Advocacy and enlightenment campaign (xv) Creation of Forum for dialogue with other South West Governors on Deforestation and Encroachment in the South west Zone of Nigeria (I to xv COMPLETED)	(i) Mechanism for implementation of CBFM programme in view of the graviourous nature of encroachment (i) To enhance surveillance early detection of offences and protection of forest reserves through enforcement of the law (i) To enhance job performance of staff in supervision and revenue collection (i) To elicit the cooperation of stakeholders and populace to key into government agenda in forest protection	
		(ii) Reforestation of Degraded (Encroached) Forest Reserves Land	(a) Raising of seedlings: (i) Gmelina and Teak: 3 million (ii) Indigenous trees: 0.4million (b) Planting of seedlings: (i) Gmelina and Teak: 1.5000Ha	(i) To bring the twin problem of Encroachment and Deforestation in the Zone to National focus for financial intervention (i) To increase the stock and forest cover	

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			(ii) Indigenous trees: 400Ha (c) Maintenance of Plantations: (i) Gmelina and Teak: 1,5000Ha (ii) Indigenous trees: 400Ha (d) Maintenance of Existing Maintenance – 1500 Ha (e) Coppice Management of cropped Teak Plantation: 1000 ha/year (ii) Recruitment of Forestry s (20 Nos), and Silvicultural Assistants (150 Nos) (iii) Resuscitation of Forest Trust Fund (25% of earned forest revenue) (iv) Provision of equipment for planting (survey equipment and vehicles)	of the forest reserves (ii) To increase capacity of forest reserves to capture carbon. (iii) Improve the productivity of the forest reserves. (iv) To create employment (v) To improve the productivity of the Teak Plantations for 2 nd rotation harvesting (i) To implement the Reforestation programme (i) To shore up capital fund allocation to reforestation programme and provision of equipment etc. (i) To enhance quick service delivery and implementation of planting programme	
17	2020	PROTECTION AND ENHANCEMENT OF THE PRODUCTIVITY OF	(a) Encouragement of Non-Governmental Organisations (NGOs) in forest conservation– Re-opening of discussions with NGOs who already have link with the State e.g African	(i) Enhance take-off of the conservation programme in Akure-Ofosu and Idanre Forest Reserves. a) Halt/Limit the spread of	

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		FOREST RESERVES	<p>Wildlife Foundation (AWF), Kenya and South west/Niger-Delta Forest Project, Abuja.</p> <p>(b) Improvement of Forest roads in strategic forest reserves: Akure-Ofosu, Idanre, Owo, Ala, Oluwa(OAI, OA2, OA3), Osse River Park</p> <p>(c) Inventory of Forest Reserves to access level of resource change in forest reserves.</p> <p>(d) Satellite imaging and mapping of forest reserves.</p> <p>(e) Renovation of old forest camps in Akure-Ofosu, Idanre, Owo, Akure and Oluwa Forest Reserves</p> <p>(f) Advocacy and enlightenment campaign</p>	<p>encroachment</p> <p>b) Assist reclamation of encroached/degraded portion of the forest reserves</p> <p>c) To enhance surveillance and protection activities of JTF</p> <p>d) To keep tract of Produce movement and collect revenue</p> <p>e) To enhance government presence and control over its resources.</p> <p>f) To Ascertain the resource base and determine next policy direction.</p> <p>g) To ascertain the level of deforestation and degradation.</p> <p>h) To provide accommodation for Uniformed Protection Officers and silvicultural and Survey Attendants, and enhance their productivity</p> <p>i) To educate and elicit the interest of the population on the need and</p>	

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				advantages of to protect in the forest reserves	
18	2020	PROMOTION AND ENCOURAGEMENT OF PRIVATE INVESTMENT IN PLANTATION DEVELOPMENT	(i). Advocacy and enlightenment campaign amongst private individuals, entrepreneurs and institutions. (ii) Provision of seedlings at subsidized rate – 2.0 million (iii) Facilitate inclusiveness in accessing Micro-credit Agency loan (iv) Access to degraded forest reserves land (Section 30(i) and (ii) Ondo State Forestry (Amendment) Law, 2008)	(i) To generate interest on the need and advantages of tree planting. (ii) To increase the states forest cover (ii) To provide raw material needs of wood-based industries (i) To expand their capacities and enhance their employment effort (i) To provide forest reserve land for plantation establishment to meet raw material needs of wood-based industries and foreclose future closure. (ii) Enhance productivity of the forest reserves. (iii) Creation of employment opportunities	
19	2020	PROMOTION OF SELF-SUFFICIENCY IN NON-TIMBER	i) Raising of mixed seedlings of NTFPs (Walnut, Chrysophglum, (<u>Agbalumo</u>), <u>Irvingia</u> (Ogbono), <u>Parkia biglosa</u> (Iru), <u>Jatropha</u> (<u>Lapalapa</u>),	(i) Enhance the availability of these products and improve the nutritional status of the populace. (ii) Enhance income of participants	

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		FOREST PRODUCTS (NTFPS)	<p><u>Artocarpus</u> (Bread fruit) for distribution and planting in private/individual farmland- 1.0 million seedling</p> <p>(ii) Consolidating and securing lands around forest camps and gates.</p> <p>(iii) Advocacy and capacity building of participants in utilization and benefits</p>	<p>(iii) Creation of employment opportunities</p> <p>(iv). Generate revenue to government</p> <p>To improve the knowledge and skill of participant towards higher productivity.</p>	
20	2020	ENHANCEMENT OF THE CAPACITY AND UTILIZATION EFFICIENCY OF SMALL WOOD-BASED INDUSTRIES (SAWMILL)	<p>(i) Regular dialogue with stakeholders</p> <p>(ii) Training to up-date their skills and access to technology</p> <p>(iii) Encouragement to establish plantations</p>	<p>To close the gap between the government and the sector addressing the problems of the sector.</p> <p>(ii) To enhance revenue collection</p> <p>(i) To enhance their productivity and expand capacity to increase employment</p> <p>(i) To meet raw material need to forestall future unexpected closure</p>	
21	2020	OSSE RIVER PARK (FORMERLY IFON FOREST (GAME) RESERVE)	<p>(a) Government pronouncement on status and need to stop illegal operations</p> <p>(b) Increase funding</p> <p>(c) Re-opening discussion with existing Technical partner (NCF)</p> <p>(d) Creation of Web-portal on Osse River Park</p>	<p>(i) To keep off illegal operators from the Park</p> <p>(ii) To maintain the sanctity of the Parks and protect its biodiversity</p> <p>(i) To complete Phase 1 activities, to enhance revenue collection</p>	

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			<p>(e) Recruitment of Staff: Wildlife Officers (3Nos), Wildlife Technologists (5Nos), Range Assistants (20Nos)</p> <p>(f) Provision of Vehicles (3Nos) motor cycle (10 Nos) and working tools (a to f COMPLETED)</p> <p>(g) Erection of gates (16 nos)</p> <p>(g) Raising and Planting of seedlings of NTFPs in degraded areas of the park -1.0 million seedling</p> <p>(h) Creation of enabling environment for livelihood enhancement of adjoining communities</p>	<p>(ii). To continue implementation of other phases.</p> <p>(iii). To enhance revenue collection</p> <p>(i)To carry out Needs Assessment and draw up new framework for moving forward</p> <p>To elicit local and international awareness and seek participation of other Conservation NGOs, World Bank, WWF etc in the other Phase of the Park</p> <p>(i)To ensure systematic implementation of various Phases of Park</p> <p>(ii) To ensure adequate revenue collection</p> <p>(iii). To enhance surveillance and protection</p> <p>(i) To enhance the productivity of the staff</p> <p>(ii) To enhance surveillance and protection of the Park against encroachment and illegal activities.</p> <p>To monitor/regulate movement in/out of the Park</p>	

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				<p>To enhance the productivity of the park and provide food for the animals.</p> <p>To provide alternative livelihood for the adjoining communities e.g. honey production and collection of NTFPs</p>	
22	2020	REDUCING EMISSIONS OF FOREST DEFORESTATION AND DEGRADATION (REDD+)			
		(i) Upgrading of (REDD+) Office	<p>i. Purchase of Hilux vehicles</p> <p>ii. Purchase of motorcycles</p> <p>ii. Purchase of office equipment and furniture (i to iii COMPLETED)</p> <p>v. Project steering committee meeting</p> <p>v. Meetings of Project Technical Committee</p> <p>vi. Participation in REDD+ National and International events</p> <p>ii. Development and hosting of REDD+ Portal</p> <p>ii. Provision of internet access</p> <p>x. Bandwidth and internet subscription</p>	<p>(i). Hilux Toyota vehicle is needed to carry out field activities.</p> <p>(ii). For forest rangers and uniformed staff to carry out surveillance</p> <p>(iii). REDD+ office was established in October 2016, but yet to be furnished with necessary equipment and furniture</p> <p>(iv)The World Bank had approved participating state to constitute its Steering Committee. It is a statutory committee in line with the approved Project Implementation Manual (PIM)</p> <p>(v) The World Bank had approved participating state to constitute its</p>	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
				<p>Technical Committee. It is a statutory committee in line with the approved Project Implementation Manual (PIM)</p> <p>(vi) REDD+ is an International programme. No Country or State can run its REDD+ programme alone. Its implementation follows international standard as approved by the United Nations, hence the participation of Ondo State REDD+ in National and International events is mandatory.</p> <p>(vii) This is an activity to be carried out as approved in the Project Implementation Manual. The web portal will interface with the UN, World Bank and other Stakeholders</p> <p>(viii) Internet is a tool to implement REDD+ on a real time. Donor agencies interface with our local office via the internet</p> <p>(ix) This is necessary to activate the internet and to make the web portal running.</p>	

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		(ii). Stakeholders Engagement	x. Provision of Generator set xi. Deployment of key/supporting staff	(x) To complement erratic supply of power from the National grid (xi) Key/supporting staff should be put in place to achieve the lofty objectives of the project (i) Database of stakeholders with their socio-economic and demographic characteristics have to be captured (ii). REDD+ is a new concept and a paradigm shift from the old method of forest conservation, hence aggressive awareness campaign and publicity is sine qua non (iii). The Project Implementation Manual proved for stakeholders mapping and survey to identify all stakeholders that would be directly or indirectly affected by the activities of REDD+ (iv). The World Bank had approved participating state to constitute its Stakeholder forum. It is a statutory committee in line with the approved Project Implementation Manual (PIM)	
		Development of Ondo State REDD+ Strategy	(i). Development of REDD+ process database(COMPLETED) (ii). Awareness raising/publicity (iii). Stakeholder mapping and survey (vi). Stakeholders forum (v). Capacity building of stakeholders (vi). Production of communication materials including leaflets (vii). Establishment of community-based forest management (viii). Recruitment of forest rangers (ix). Compilation and assessment of best		

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		Monitoring, Reporting and Verification System (MRV)	<p>practices in forest management, agro-forestry and eco-agriculture</p> <p>(i). Review of Ondo State forest laws. (ONGOING)</p> <p>(ii). Crafting of Ondo state forest policy (ONGOING)</p> <p>(iii) Design a methodology to undertake household survey on forest dependent communities</p> <p>(xv) Institutional mapping and assessment of arrangements for the state MRV</p> <p>(xvi) Design and implementation of social and environmental safeguard</p> <p>(xvii) Procurement of GIS laboratory equipment</p>	<p>(v). This is necessary to train stakeholders on key areas of REDD+</p> <p>(vi). This is necessary to enhance publicity, leaflets and other communication manuals would be produced including documentaries.</p> <p>(vii). This is one of the pillars of REDD+. Community-based forest management is a condition for participation in UN-REDD activities.</p> <p>(viii). To ensure compliance with the ban on logging activities in Akure forest reserve and Osse River Park</p> <p>(ix). Study would be initiated by FAO</p> <p>(i). There is the need for our forest laws to be reviewed and amended to integrate forest carbon rights, customary and land uses and benefit sharing</p> <p>(ii). A requirement of UN-REDD as a matter of international policy and standard</p> <p>This is necessary to evolve the Ondo state REDD+ strategy.</p>	

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		REDD+ Investments enabled to trigger Phase 2 of REDD+ Implementation	(xviii) Conduct forest inventory (xix) Conduct studies on drivers of deforestation and degradation (xx) Design of Reference Emission Level Measurement (xxi) M&E activities Capacity building on remote sensing and measurement of GHG	(i). A baseline study that would be done in conjunction with the National office of REDD+ (ii). In line with the Project Implementation Manual and international best practices, environmental and social analysis must be conducted for all REDD+ activities (iii). GIS laboratory is necessary to analysis forest spatial data and analysis form forest inventories (iv). Necessary to provide data on forest health and baseline for carbon sequestration (v). This is a mandatory study in collaboration with the World Bank (vi). REFs database need to be conducted in conjunction with the National office of REDD+ (vii). Impact assessment of REDD+ activities would be routinely carried out. (viii). This necessary to up-scale the knowledge and skill of REDD+ personnel.	

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23	2020	ONDO STATE AFFORESTATION PROGRAMME (OSAP)			
.			(i) Re-asses the Project (COMPLETED) (ii) Improve (Asphalting) 25 km access road to Project headquarters (iii) Rehabilitate existing facilities e.g. buildings, workshops (iv) Coppice management of cropped Gmelina plantations- 1000 ha (v) Ejection of existing encroachers (vi) Increase surveillance, Monitoring and protection to check illegal felling, flitching and new encroachers. (vii) Collaboration with adjoining communities on surveillance and protection (viii) Provision of vehicles (4Nos) (ix) Agricultural facilities –Fish Pond (2nos) Oil Palm (20ha), Cashew Plantation (20ha)	(i) To ascertain viability and development of framework to meet new policy objectives. E.g. Ecotourism (ii). To enhance revenue collection (i) To ease access by staff and stakeholders to the Project (ii) Facilitate business transaction with Project (iii) To enhance revenue collection To improve the productivity of the Gmelina plantation for 2 nd Rotation harvesting To halt encroachment (i) To enforce the law and hence prevent entry new encroachers and check illegal logging and flitching. (ii) To enhance revenue collection	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
				(i) To enhance compliance with the law (ii) To check new encroachers and protect forest ecosystem (i). To enhance the productivity of staff (i). To be reassessed for concession to reputable entrepreneurs on Public – Private-Partnership (PPP) To enhance revenue collection	
24	2020	PRODUCE SERVICES, ANTI- SMUGGLING AND PEST CONTROL DEPARTMENTS			
		(a). Grading of Cocoa and other Produce –like Palm kernel, Rubber Cashew etc. (b). Completion/ Equipping of the	(i). Purchase of Grading Seals -3.0 million (i). Complete and equip Control Post building at Isua and Oke-Igbo	(i). For identification of graded Cocoa and other produce emanating from the State (ii) To certify that graded produce have gone through due process (iii). For revenue collection (i). To carter for Staff welfare and enhance their productivity	Seals to be purchased through Competitive bidding

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		Existing Control Post Building	(ii). Equip Ajebamidele Control Post building. (iii). Construct New Control Post building in strategic locations at Ofosu,Ifon, Akunnu, Iju, and Lipanu.	(ii). Ensure that graded Cocoa produces, round logs and timber moving out of the state pay appropriate required toll fees (iii). To collect revenue on Graded Produce, round logs and timber moving out of the state at weekends	
		(c) Manpower Needed and Capacity Building	(i)Recruitment of Staff (COMPLETED) (a) Produce Inspection Service. (b) Produce graders- (30Nos) (c) Produce anti-smuggling and Pest control. (d) Produce superintendent - (24Nos)	(i) Required to implement grading procedures for revenue generation. (ii) To ensure quality of graded produce attain desired standard (iii) Require to monitor the movement of ungraded and grade produce within and out of the state (iv)Monitor the movement of graded produce out of the state at the border control post.	
		(d) Provision of Office Accommodation and Equipment	(i) Government needs to provide equipped or build new and well equipped offices at the local government areas	(i) Virtually all produce inspection services offices are in rented apartment with accumulated rents	

S/N	YEAR	PROGRAMME	ACTIVITIES	JUSTIFICATION FOR INCLUSION	REMARKS
		(e) Regulation and Monitoring of Produce (f) Resuscitation of Pest Control Services	(i) Purchase of Hilux vehicles- (COMPLETED) (a). Produce Inspection Services (6 Nos) (ii) Anti-Smuggling and Pest Control Services, (5 Nos) (i) Fumigation of all Produces Grading Stores, Produce Warehouses, Market places, Schools and Dry Ports	(i)To enforce compliance with produce related laws. (ii)to ensure adequate revenue collection (i) To ensure graded Produces emanating from the state are free of Pest infestation (ii). To generate Revenue to Government.	
25	2020	PLANING, MONITORING AND EVALUATION	Create an independent non-stipendiary Ondo State Agricultural Think Thank (ODSATT) attached to the office of the Governor to monitor, evaluate and review policies. (COMPLETED)	Continuous monitoring and evaluation of Agricultural policies of the state	

CHAPTER 4

INFRASTRUCTURE AND PUBLIC UTILITIES DEVELOPMENT

SUBMITTED BY

SUB-COMMITTEE ON

INFRASTRUCTURE AND PUBLIC

UTILITIES

ENGR. IFE OYEDELE

Chairman

ENGR. FEMI AKINDOLIRE

Secretary

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INTRODUCTION

The Infrastructures and Public Utilities Sub-committee of the Ondo State Strategic Development and Policy Implementation Committee will like to submit, for your kind consideration, the Executive Summary of our Report as detailed below:

OBJECTIVES

The main objective of this report is to highlight and propose the strategic policy thrust of your government with respect to infrastructure and public utilities. In addition, this report seeks to identify those low hanging fruits that must be harvested for immediate impact on the socio-economic well being of the citizens of Ondo State.

POWER INFRASTRUCTURE

The industrialization and socio-economic development of Ondo State is ultimately premised on a foundation of adequate, sustainable, reliable and quality power supply to all and sundry. The situation where nine-and-a-half ($9\frac{1}{2}$) of eighteen (18) Local Government Areas (LGAs) of the State, representing more than 50% of the population, have been without power supply for between 2 to 6 consecutive years is totally unacceptable and preposterous. To date up to 20% of Ondo State is not connected to the grid.

It is therefore imperative for the incoming administration to seek an immediate turn-around of this dire situation within a short time, in order to win the hearts of the electorate and at the same time ensure the commencement of rapid industrialization of the State.

In recognition of the importance of power to the people and government of Ondo State, the Administration must partner with Federal and State Institutions in charge of power; the Niger Delta Power Holding Company Limited (NDPHC), the Niger Delta Development Commission (NDDC), the Transmission Company of Nigeria (TCN), the Rural Electrification Agency (REA), and indeed, other development agencies that can assist it to quickly change the present sad situation.

To achieve its desire to see power supply restored to the affected Local Government Areas (LGAs) where supply has been cut off, the government must positively engage Benin Electricity Distribution Company (BEDC). A stick and carrot approach may be necessary to secure positive result in this regard.

Inclusive of the imperative need to restore power to the nine (9) Local Government Areas, Table 2.1 below summarize other relevant and urgent activities the administration should pursue.

Table: 2.1: Urgent Activities for improved Power Supply

S/N	PROJECT TITLE	STATUS, JUSTIFICATION. ACTION BY
1. Power Distribution	Reconnection of power supply to LGAs in Ondo State disconnected by BEDC for inexplicable reasons.	Imperative restoration of power supply to consumers in all the affected LGAs. ODSG/BEDC
2. Power Distribution.	Light up Akure, the Ondo State capital. Procurement of maintenance equipment/test equipment for Ondo State Electricity Board	Infrastructural development and security of the State capital, Akure. To enhance service delivery and safety ODSG
3. Power Distribution	Replacement of failed Distribution Transformers. Reinforcement of over loaded Transformers. Replacement of vandalized equipment. Derating of selected 33kV Network to 11kV to enhance supply stability.	Rehabilitation and upgrading projects of the Distribution Network to enhance stability, availability and reliability of electricity supply. ODSG/BEDC
4. Power Distribution	Completion of 2X7.5MVA 33/11kV Injection Substations projects at Ifon and Irele. Reinforcement of Ile-Oluji 1x2.5MVA 33/11kV Injection Stations with a new 7.5 MVA transformer. Construction of additional Injection Substations in Akure township (Oda and Ilesha Road.)	On-going projects. This project will ensure reliable supply to power consumers and local industries. Ile-Oluji power upgrade will meet new Federal Polytechnic and suppressed load demands. To ensure adequate power supply to emerging housing estates ODSG/BEDC/NDDC

5. Power Generation	2X15 MW Ondo State Power Plant at Ore Town	On-going project. To enhance development of the Ondo State Industrial Park at Ore. Functional completion by ODSG/INVESTOR
6. Power Transmission	132KV Transmission Line from Omotoso to new Okitipupa and its complimentary 2X30/40 MVA 132/33kV TS	On-going project. Okitipupa TS with 60/80MVA capacity on completion ensures short term adequate power supply to the Ondo State industrial hub. The ODSG should request NDDC to upgrade on-going Okitipupa TS capacity from 60/80MVA to 120MVA to meet medium term industrial hub requirements. ODSG/NDDC
7. Power Transmission	132kV Transmission Line from new Akure 330/132kV TS to new Ose/Ifon, new Oke-Agbe and existing Akure 132/33kV TS. 132KV Transmission Line from Omotoso Power Station to existing Ondo 132/33kV TS	Proposed new projects. Line projects will make the new Ose/Ifon and Oke-Agbe 132/33kV TS functionally ready for use on completion. Transmission Lines to existing Akure and Ondo TS will ensure stable and regular supply TCN/FED. MIN OF POWER

8. Immediate deployment of well- defined Solar Power Solutions	Powering of Street Lights and small community projects like water, rural community health centre and halls, schools	Easily deployable, immediate impact, low maintenance cost. State and Local Governments
--	--	---

TRANSPORTATION INFRASTRUCTURE

The Administration should covenant to improve transportation system in the State to enhance socio-economic development and the quality of life. In this report, we shall address the challenges facing this sector under three sub-headings, namely: Land, Air and Water Transportation systems.

The perennial loss of lives and loss of man-hours as a result of the poor condition of our roads and the absence of modern transportation facilities cannot be allowed to persist.

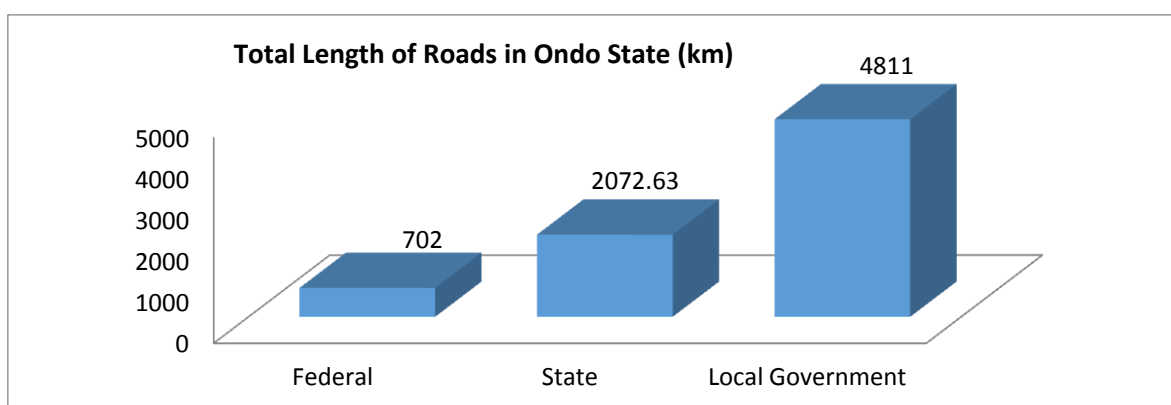
Land Transportation

Land transportation is the most common mode of movement of people and goods in the State, accounting for over 90% of the transportation needs of the people. Because of its strategic location, Ondo State serves as the interconnection point between the South West and the East on one side as well as the Abuja and the North on the other. Land transportation falls into two main categories, namely: Road and Rails.

Road Transport

Roads (Existing) - Seventy-six percent (76%) of Ondo State Roads currently require immediate rehabilitation due to their very parlous state. The balance 24% will require gradual attention. Sixty-five (65No) roads are currently undergoing repairs and are at various levels of completion. In the immediate short term, the projects should be quickly evaluated to determine the causes of the delay and thereafter agree on a plan to complete them.

S/N	Owners of Road	Total length (km)	Length of fairly good roads (km)	Length of bad roads (km)
1	Federal	702.00	402.00	300.00
2	State	2,072.63	591.73	1,480.90
3	Local Government	4,811.00	801.00	4,010.00
Total		7,585.63	1,794.73	5,790.90
Percentage (%)		100.00	24.00	76.00



Roads (new and existing) that serve as connections to strategic locations of commercial, cultural or tourist importance should be identified and constructed/repared as the above interventions are being executed.

As a quick win solution, some roads that do not require extensive works have been identified and are recommended for immediate rehabilitation within the first one hundred (100) days of the administration. Roads that connect strategic locations of commercial, cultural or tourist importance should be given priority attention. A master plan for the rehabilitation of the internal roads in major cities/towns across the 3 Senatorial Districts should also be put in place.

Construction, repair and maintenance of rural roads, which should be done in partnership with Local Governments, should be given top priority by the incoming administration as they are the communication link between the agricultural farms and the markets and will ease transportation of agricultural products from the rural areas.

Also, there is need to commence “*Operation Zero Pot Holes*” and desilting of major road drainages by the Ondo State Ministry of Works in conjunction with Ondo State Asphalt Company as soon as the incoming assumes power.

Henceforth, Government should ensure that construction of drainages and road markings form an integral part of road architecture in Ondo State. As indicated under Environmental Infrastructure, control of the location and sizes of signages and advertisements should be enforced immediately the Government assumes office.

A pre-feasibility inventory of equipment and the 83 Nos. Special Purpose Vehicles under the State Ministry of Works show that they are inadequate while most are either obsolete and/or are in a terrible state of disrepair. This should be addressed in the short term to make the Ministry more efficient and effective.

We further recommend that Government should build a dual carriageway of at least three (3) lanes on either side from Isua through Owo connecting Akure, Ondo, Ore, Okitipupa, Igbokoda and Olokola. The median of this dual carriageway should be set aside for a railway line that will connect with the proposed Deep Sea Port on the coast of Ondo State.

In the same vein, a similar road architecture is proposed for Owo-Akungba-Ikare Akoko.

Rail Transportation

Rail transportation system is non-existent in the State now. The State should liaise with FGN through the Federal Minister of Transport to connect the State to the current 2No. proposed Railway Lines i.e. Lagos- Shagamu-Ore- Benin - Otuoke - Calabar and Ibadan - Oshogbo - Ado Ekiti - Akure - Benin. This will ensure that Ondo State is prepared for an Metro Line Rail System in future.

Air Transportation

Ondo State has an airport located in Akure and an airstrip in Igodan Lisa. While the airport is ill-equipped with uncompleted terminal building, the airstrip in Igodan Lisa is in a very deplorable condition and has been abandoned for many years. The existing airport in Akure requires upgrading with full functional and modern facilities, while effort should be made to complete the terminal building in order to improve patronage. The airstrip in Igodan Lisa should be rehabilitated and made suitable to serve the industrial hub of the State. The State government should partner with the FGN through the Ministry of Transport to achieve these objectives.

The State Government should partner with willing airlines to come up with attractive packages that will encourage air travelers from neighbouring States to use Akure Airport.

Water Transportation

Water transportation provides the cheapest means of movement of human and bulky goods such as fuel, minerals, farm produce, building materials, etc. The efficiency and effectiveness of this mode of transportation should be enhanced for cultural and socio-economic benefits of the State.

Ondo State has a great potential for a buoyant maritime industry having the longest coastline (about 90km) in Nigeria. This potential should be harnessed and efficiently operated for optimal advantage through repairs and addition of floating jetties, dredging of the Waterways connecting other States and the development of Sea Ports to encourage commerce and tourism. The State should partner with the Federal Ministry of Transport and its relevant agencies like NIWA, NPA and NIMASA on Inland Waterways, Maritime, Cabotage and Port development issues.

The State Ministry of Transport, and especially its Department of Waterways should be empowered with relevant manpower, equipment and training in line with the aspiration stated above.

Development of Deep Sea Port in Ondo State

Synopsis

The Federal Executive Council gave approval to the submission of the Ondo State Government in conjunction with Ogun State to develop a Deep Sea Port at Olokola around 2005/2006. The project was conceived under the watch of the late Dr. Olusegun Agagu. The location is a border town between Ondo and Ogun States. The proposed Port project is to be sited in Ondo State while the associated Free Trade Zone or Industrial Park will be in Ogun State.

Sadly, after almost eleven (11) years since the project was conceived, there is no evidence of seriousness on the part of the outgoing administration in the State to implement the approval of the Federal Executive Council since the exit of President Olusegun Obasanjo.

This is a project conceived such that in the first few years of completion it will attract over 50,000 jobs to Ondo State, including the spin offs, and serve as a trigger for major economic development in the State.

Finally, in the Medium Term, there is the need to turn Ondo State to an investment hub and an important link between the commercial center of Lagos/Ogun State Axis and the East on one hand as well as Abuja and the North on the other hand, through an integrated roads, rails, ports and air network.

Vision

The vision for Olokola is to take advantage of the economy of scales by serving as the relay or transshipment center for the West and Central Africa Sub-region. Vessels will come directly to Olokola from Europe, USA, Asia, etc and feeder vessels will link all other ports in the Sub-region including all the existing ports in Nigeria.

The design of the Port will be based on 16m draft and the Terminals will be designed as multi-purpose to handle all types of cargoes. It will be equipped with modern facilities to guarantee maximum efficiency in the discharge of all operational activities.

The current congestion of tankers and trucks in the Lagos Ports will become a thing of the past as facilities for the receipt and discharge of refined petroleum products will be provided in the overall Port master plan.

Funding

The financing for the project is designed to be on 20:20:60 ratio where the land provided by the Ondo State Government should suffice as the 20% equity participation. The Federal Government is expected to contribute 20% while the remaining 60% will be sourced from the private sector.

The major access road to the Port will be developed as a heavy-duty pavement to connect the Benin-Ore Expressway and should be undertaken by the Federal Government amongst other responsibilities. You will recall that in another section of this report we propose a plan to dualise the major arterial road the cuts across the major cities and Senatorial Zones of the State from Isua Akoko across Owo, through the State Capital Akure to Ondo across Ore to Okitipupa and Igbokoda. The plan is to use the median for future railway line development so as to serve as a means of easy evacuation of goods and agricultural produce from the North and across the State to the Port.

The critical activity in the pre-construction phase is the sourcing of private participation for the 60% equity from the sector. For ease of financing the project execution would be flexible

or scalable such that at takeoff two initial Berths can be used as facilities to generate revenue that will be deployed to construct additional berths without interference with operational activities.

Topography/Bathymetry

A study of the coastline of West Coast of Africa from Senegal to South Africa indicate that Ondo State is the most ideal location to site a deep sea port. This is because of the concave shape of the coastline that invariably diverts approaching offshore wave activities. This is unlike the convex shape of the coastline of South Africa that makes it to attract waves as a result of refraction processes. In the event of any storm developing, operational activities are usually suspended in South African ports. On the contrary 24-hour uninterrupted operational activities are guaranteed at the proposed Olokola Deep Sea Port. Besides this another significant advantage is that it has a natural draft of 10-11 meters along the coastline. This natural draft is unattainable in some Nigerian ports without engaging in dredging activities at exorbitant costs. This clearly gives Olokola a strategic edge that will make it easy to market to prospective investors.

Conclusion

The development of Olokola Deep Sea Port should be accorded due recognition by the incoming Administration as it will facilitate rapid economic emancipation of the State. As a strategy to immediately achieve this an independent team should immediately be assembled in the Office of the Governor to prepare a business plan for the actualisation of this project.

WATER INFRASTRUCTURE

As at May 2003, only 4.42% of the population of the State had access to potable water. This increased to 52% in 2007 and 62% in 2008. However, this falls short of the World Health Organisation (WHO) standard which is 60 litres/day/person and 30 litres/day/person for urban and rural areas respectively.

Recent study shows a serious gap in water supply from what it used to be in 2008. This is in conflict with the provision of the Sustainable Development Goals (SDG) that stipulates that States must “ensure availability and sustainable management of water and sanitation for all”. The situation is further compounded by an absence of a clear cut policy regulating water

supply in the State. A bill passed by the Ondo State House of Assembly in December 2016, is yet to be signed into law.

In order to attain the desirable standard of Water Supply Schemes, Government should: exploit its partnership with the Federal Government, Niger Delta Development Commission (NDDC), the World Bank (WB), the European Union (EU), the French Development Agency (AFD) and other donor agencies.

partner with Local Government Authorities and Communities in the provision and maintenance of rural water schemes

encourage private partnership in provision and maintenance of water supply schemes

carry out sensitization and advocacy on the need to see Water Supply as an economic good rather than mere social service.

ensure that completed Water Projects, when handed over to State Government are structured for efficient operations and maintenance.

Quick Wins (Within 100 Days)

Rural Water Supply Scheme

The State has a total of 3,061 boreholes most of which have broken down as a result of lack of maintenance. To serve as interim measure within the quick win period, Government should embark on refurbishment of 20 No. boreholes per Local Government Area (LGA) with a focus on:

- Hand Pump and Solar-powered borehole schemes.
- Urban Water Supply Scheme

Government should deliver the following Water Project within 100 days of inauguration as Quick Wins. These are summarized in Table 4.3.2 below.

Table 4.3.2: Quick Win (under 100days) Delivery

S/No.	Project/Description	Designed Capacity (m ³ /day)	Action Required
1	Oke Agbe Batteries of Borehole Scheme was designed to serve Oke Agbe community.	1,080	Total Rehabilitation of the scheme Flushing of existing of Boreholes, Replacement of burnt/defective Submersible Borehole Pumpset
2	Iwonrin Boreholes Scheme – to serve the people of Iwonrin Oka.	50	Minor rehabilitation of the scheme Need for additional storage complete with stanchion
3	Ako Spring, Oba Akoko – to serve the people of Oba Akoko.	1,000	Scheme newly constructed Construction of distribution networks/extension
4	Imoru borehole scheme - to serve the people of Imoru.	695	Rehabilitation of the scheme
5	Ukere Spring - to serve part of Akure.	50	Construction of elevated Storage Tanks, Supply/installation of 2No 5kVA Generating Set Construction of 2 rooms complete with toilet
6	Alagbaka Spring (made of batteries of wells) – to serve part of Akure.	450	Supply and Installation of Pumpsets complete with operating Starters

S/No.	Project/Description	Designed Capacity (m ³ /day)	Action Required
7	Owena Multipurpose Dam – to serve the people of Akure South, part of Ifedore, Akure North and Idanre.	60,000	Is an existing contract which has been put on hold. Determination of the existing contract. The corporation has approached a donor agency for a loan of USD 57 Million. Look into the design for construction of transmission mains and other appurtenances.
8	Temidire borehole scheme - to serve the people of Ile Oluji.	165	Flushing of the borehole Installation of iron removal package Construction of Storage facilities. Supply and Installation of Pump Distribution Networks.
9	Odojomu borehole - to serve the people of Odojomu.	165	Installation of Treatment Package to remove Odour.
10	Moferere borehole - to serve part of Ondo (palace Area and the market)	165	Repair of Boreholes
11	Water for Life, Odigbo – to serve the people of Odigbo	165	Minor Repair of Scheme

S/No.	Project/Description	Designed Capacity (m ³ /day)	Action Required
12	Okitipupa borehole scheme – to serve the people of Okitipupa	900	flushing of the borehole, Replacement of a borehole pump. Distribution Network
13	Ilutitun BH WSS - to serve the people of Ilutitun.	1,170	flushing of the borehole, Supply and Installation of Borehole pump
14	Lowolomo Spring WSS – to serve the people of Igbotako.	1,440	Construction of Distribution Networks
15	Iju-Odo BH WSS - to serve the people of Iju Odo.	40	Rehabilitation of Borehole Supply and Installation of Borehole Pumpset, Construction of Distribution Networks
16	Ode Erinje borehole – to serve the people of Ode Erinje.	50	Rehabilitation of Scheme Connection to Public Power Supply
17	Ikoya BH WSS - to serve the people of Ikoya.	616	Construction of a new Borehole
18	Ode-Irele BH WSS - to serve the people of Ode Irele.	675	Repair and Servicing of Existing Gen set
19	Igbobini WSS - to serve the people of Igbobini.	800	Minor Repairs in the Scheme

S/No.	Project/Description	Designed Capacity (m ³ /day)	Action Required
20	Ayeka Igboodigo borehole - to serve the people of Ayeka Igboodigo.	45	Rehabilitation of borehole Scheme Supply and Installation of Borehole Pumpset, Construction of Distribution mains/ Networks
21	Igbobini B H WSS - to serve a quarters within Igbobini.	660	Flushing of borehole Supply and Installation of Borehole Pump.
22	Ojuala BH WSS - to serve the people of Ojuala.	49	Supply and Installation of Borehole Pump. Construction of Distribution Networks
23	Sabomi BH WSS - to serve the people of Sabomi.	49	Flushing of borehole Supply and Installation of Borehole Pump. Construction of Distribution Networks
24	Awoye water borehole scheme – to serve the people of Awoye	952	Requires Maintenance
25	Ilepepe Water borehole scheme – to serve the people of Ilepepe	952	Requires Maintenance
26	Igbokoda Water borehole scheme – to serve the people of Igbokoda	952	Requires Maintenance

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) INFRASTRUCTURE

In modern times, ICT has become the enabler of the whole business of governance everywhere. Ondo State cannot be different. A well-articulated ICT Policy would be useful in the areas of Government Business Process Integration, Welfare Administration, Reform Management, Political Marketing solutions, Portals and Content Management, Online Service Delivery, Payment of Taxes, Fines and Penalties, Online Applications and Approvals, Online Permits and Licenses, Online Billing and Payment, Citizen Self-Service, Citizen Communications, Internal Revenue Management, Land Registry Management and Information Delivery. Such a system when efficiently and effectively deployed would reduce urban migration and enhance development in several cities at the same time, create employment opportunities, increase wealth, ease understanding of governance and reduce cost of multi-layer single purpose computing.

Existing ICT Modules

Government should revive the existing but comatose ICT infrastructure in the State to fully operationalize existing modules (as per the table below).

Table of Existing ICT Modules

SN	Projects Name	Domicile MDAs	Comments
1	e-Payment	Ministry of Finance/Office of Accountant-General	Partially working
2	e-Personnel	Establishment (HOS)	Partially working
3	e-Budget	Ministry of Budget	Partially working
4	e-Receipts	Ondo State Board of Internal Revenue	Partially working
5	e-exams	Ministry of Education	Partially working
6	Ondo State Web Portal	SITA	Partially working
7	e-Land Registration	Land Bureau - Min. Land & Housing	Working
8	Kaardi Igbe - Ayo Residency Project	SITA / Civic Data Centre	Partially working
9	Volunteer Database Management	Ministry of Labour & Productivity	Not Working

10	State Integrated Financial Management Information System (SIFMIS)	Office of the Accountant-General	Ongoing Project
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KAADI IGBEAYO

Restore and expand the pace of deployment of KAADI IGBEAYO across the entire State as a basis for socio-economic planning and projections, provision and management of citizens' welfare services as well as general administration. This instrument will also aid the administration of a good security network in addition to tax management, monitoring and citizens' feedback. KAADI IGBEAYO can and should be effectively utilized to project transparency and accountability in governance.

Creation of 'Smart Cities'

To achieve this, a State-wide flexible and intelligent, self-organizing, self-healing, self-configuring and scalable Wireless/Wired Network should be installed to perform the following roles namely:

Information management system including: Electronic Archiving, Project monitoring, Performance, Measurement system, Personnel information and Recruitment System.

Budget and accounting system including: computer assisted revenue collection, Geographic Information System and so on.

Strengthening the instrument of World Bank assisted State Integrated Financial Management Information System (SIFMIS) delivery mechanism. SIFMIS has the potential of significantly expanding the Internally Generated Revenue (IGR) base of the state as has been demonstrated by the implementation of the same in Lagos state

Major towns should be studied with a view of installing smart security videos in one or two of them as a constituent part of our smart city creation

This should be supported by State-wide calls and support centers as well as the establishment of Digital Villages to create massive employment for thousands of youths.

ICT should be deployed to support other infrastructure through, for instance, e-waste management systems, e-terrorism/security systems, etc.

e-waste management: Waste management in the state should be automated to ensure transparency, efficiency and removal of leakage.

e-tourism: Exploiting the popularity of Igbo Olodumare in the world of literature and market the same by the use of IT.

e-transport: Government should take up the revenue collection from the road transport workers with a “win-win” approach and automate the fees collection method. This should quickly be done in the first few months in office to ensure little fire been set. Also, reinstatement of Owena mass transport scheme booking and management procedure should be automated to ensure sustainability.

Structurally, the existing State Information Technology Agency (SITA) and the State Data Civic Center should be synchronized and merged for efficiency.

One or two of the mega schools should be converted to an ICT Centre

We should also partner with relevant International and Federal agencies both for funding and technology transfer in order to deploy the best practices and solutions that will avoid duplication and waste for the State.

ENVIRONMENT AND WASTE MANAGEMENT INFRASTRUCTURE

Pursuant to our aspiration to make Ondo State environmentally friendly with clean, fresh and healthy communities, this administration should *unequivocally improve on the existing environmental governance structure in the State.*

In this regard, *a new road map for efficient service delivery, increased revenue generation and effective resource recovery (waste-to-wealth) strategy should be developed for immediate phased implementation within the tenure of this administration. This should be supported with appropriate legislation where necessary.*

Standards for waste (domestic, municipal and industrial, either in solid, liquid or gaseous form) collection and management should be introduced and enforced across the entire State. A waste-to-wealth program should also be introduced.

Environmental clubs should be created in all educational institutions (primary to tertiary) in order to inculcate sound environmental awareness in the citizenry right from an early age. This awareness should be extended to local Government Areas (LGAs) and Community Development Areas (CDAs). It is further recommended that compulsory beautification and landscaping of all educational institutions and other government buildings be enforced.

Afforestation, including forest conservation, tree planting, greening of cities, parks and gardens should be encouraged using professional and private sector support. The Government should provide drainage channels and specify quality and standards on all major and access roads with regular maintenance and covers for them. These strategies should also be adopted as a means of preservation of the ecology of the State as well as for flood control.

Trucks and Waste Bins available for refuse collection by Ondo State Waste Management Authority (OSWA) and the Private Waste Collectors should be made to comply with set standards and made adequate to convert the over 1,000 metric tons of refuse generated daily in the metropolis to wealth.

The OSWA should be empowered and supported with professionals in environmental management. Staff capacity building, training and re-training should be introduced, monitored and reviewed regularly.

PROPOSED ACTION PLAN

Table 6.4: Waste Management Quick-win Projects/Programmes

S/N	Project/programme	Project/Programme Description	Justification
1.	Sanitation awareness campaign	<p>Production of a special catchy sensitization campaign (jingles) on waste management and sanitation to be aired on various media in the State;</p> <p>Formation of group/community sanitation associations (as many as possible – including in markets, schools, religious centres, community associations, etc.) across the 18LGAs;</p> <p>Launching of community sanitation associations in different LGAs by His Excellency during the monthly Environmental Sanitation for the first six months of the new Administration;</p> <p>Launching of self-help/community-driven drainages’ provision and improvement campaign.</p>	<p>This will set the tune on the direction of the Administration on the value placed on community ownership of their environment and its cleanliness</p>
2.	Procure 6nos. side-loading waste collection trucks	To be distributed on the basis of one (1) for each of the six urban cities/towns (Akure metropolis, Ondo, Owo, Ikare/Akungba, Ore, and Okitipupa/Igbokoda) specifically for public wastes collection	<p>To set the pace on the seriousness of the Administration to expand waste management services in and across the State</p>

3.	Extension of waste management services	<p>Launching of ‘formal’ waste management services in the following cities/towns: Ondo, Ore, Okitipupa/ Igbokoda, Owo, Ikare/Akungba, with engagement of street sweepers, and establishment/certification of appropriate regulated dumpsites for the selected cities/towns;</p> <p>Engagement of additional street sweepers for Akure metropolis</p>	Ditto as above
4.	Re-establish adequate number of Environmental Courts in all the urban centres to adjudicate on Environmental, Waste Management and Sanitation cases	<p>Mandate the judiciary to establish one (1) magistrate court for each Ward across the State;</p> <p>A certain percentage of fines from such Courts can be dedicated to run the operations and maintenance of the Courts</p>	Waste Management, Sanitation and Environmental issues cannot be successfully addressed without a strong and functional enforcement system
5.	Launching of the programme on “waste source separation and buy-back” campaign	<p>Identify waste recyclable materials with immediate economic values;</p> <p>Develop and run a jingle on “source separation and exchange” of such materials;</p> <p>Establish buy-back centres and recyclable drop-off centres in strategic (public) locations/places;</p> <p>Involve Corporate Organizations (e.g. Coca-cola, etc.) to promote the initiative under their Corporate Social Responsible (CSR) package;</p> <p>Institute a functional reward (incentive-based) system to drive the programme</p>	This will create interest and enthusiasm amongst the populace on the concept of “waste reduction, reuse and recycling”

- Enhance access in difficult terrain by mobilizing communities for provision of drainage networks and access improvement;
- Emplace policy on ‘covering’ of bare surfaces to prevent/reduce siltation of drains;
- Emplace payment of tipping fees at disposal site, and procure dumpsite/landfill maintenance machinery/equipment such as Bulldozer, Payloader, Excavator, etc.;
- Internalize some cost of operations;

FLOOD AND EROSION CONTROL

Flood and erosion constitute serious problem world wide. The twin problems flooding and erosion have serious negative impact on agriculture, lives and property in both urban and rural environments. This is evident in Ondo state. In view of this the incoming government should take this challenge with all seriousness and collaborate with federal agencies involved in ecological project for its funding and execution.

FIRE SERVICES UNIT

The importance of fire fighting services cannot be undermined in our society ,hence the need for the incoming administration ,to revamp the department in the ministry of works ,from its present state.Adequate manpower and modern Equipments should be provided for the unit for its effectiveness. Also training and retraining of operatives should be prioritized.

SECURITY INFRASTRUCTURE

The aim of an effective Security System is to provide physical, virtual and psychological policing for the entire State. A State in which residents do not feel safe cannot attract investment and investors. Although the environment in Ondo State is relatively secured, more still has to be done.

In order to improve the security situation in the State, the State Government must partner with the Nigeria Police, the Military and other Security Agencies in the State to design a security architecture suitable for its use. In this respect, we suggest that model Police Stations should be built at all entry/exists points to Ondo State. The access points are Iju along Ikere route, Araromi along Ibeke-Lekki Coastal Road, Isua Akoko-Akungba-Owo-Abuja route; Ifon, along Benin-Owo road route, Oniparaga along Ore-Shagamu route, Ofusu along Benin-Ore and Oke-Igbo along Ondo-Ile-Ife and Onipanu along Ile-Oluji – Ipetu-Ijesha in Osun State.

These points should be connected through a modern communication system whereby they can complement themselves.

For effectiveness, the citizens must be part of the Security infrastructure. In this regard a community-based policing method must be in place. A plan should be put in place to replace the existing police stations with citizen-friendly models to meet world best practices. The judicial system should also be revised to make dispensation of justice faster and to include alternative dispute resolution so that courts can have time to deal with more urgent and critical cases.

SPORTS INFRASTRUCTURE

There can be no meaningful development in a State without corresponding sports development. This is a quick means of redirecting the energy of the youth to productive ventures. The advantages are enormous and are widely acknowledged that they do not require to be repeated in this write up. In the present times, evidence abound that Sports is a faster means of employment generation than any other. The benefits of a healthy populace cannot be over emphasised. The

incoming State Government must therefore employ Sports as a means of generating revenue, reducing crimes and keeping a healthy populace.

In this regard we propose that the completion of the abandoned Akure New Stadium should be given top priority. The plan should be reviewed to build a modern 40,000 seater Stadium which has been recently designed. Government must therefore consider an ingenious financing model to actualise the dream

It is also recommended that an additional mini Stadium of appropriate capacity and relevant usage be constructed in each of the 9 Federal Constituencies.

Akure New Stadium

The Akure New Stadium, located along Ilesha-Owo Road in the Ondo State capital city of Akure, is owned by the Ondo State Government. The construction commenced with a flag off on 28th August 2008 during the tenure of His Excellency, late Governor Dr Olusegun Agagu.

The Main Bowl comprises reinforced concrete sitting terrace and includes all necessary facilities- Executive terrace, Toilets, Stores, Shops, Offices, 6No. Ticketing Houses, e.t.c. The Football Pitch comprises Practicing field, synthetic tracks, drainages, Crowd Barrier. External works include Reducing levels, Grassing, Trees, Roads, paved Car Parks, Hard standings, Walkways, Landscaping, Horticultural works and Soil and Waste drainages. Mechanical and Electrical services are also included for Internal and External Works.

The project was designed as a 10,000 capacity Stadium (extendable to 20,000), now referred to as Phase 1. We understand the original contract sum for Phase 1 was N3,672,000,000.00 and cost of outstanding works under this Phase is N2,861,394,496.42.

Phase 2

During construction, there was a change of government in the State. The outgoing State Government had instructed the Consultants to increase the capacity from 10,000 to 40,000 in order to, amongst other reasons, bring it to international standard. This will enable Ondo State host any international sporting event since FIFA STANDARD of MINIMUM hosting capacity for their events would have been met by Ondo State once-and-for-all and to the benefit of her people. The 40,000 capacity would, it was reasoned, put Ondo State ahead of 95% of all States in

Nigeria in the choice of hosting venue for international sporting events with attendant positive tourism benefit.

Consequently, because of the Government's desire for 40,000 capacity, the stadium was redesigned to double- terraced levels instead of single-terraced level for the 10,000 capacity design. The reinforced concrete columns were redesigned to accommodate the second level terrace. Same went for the Spine beams, etc.

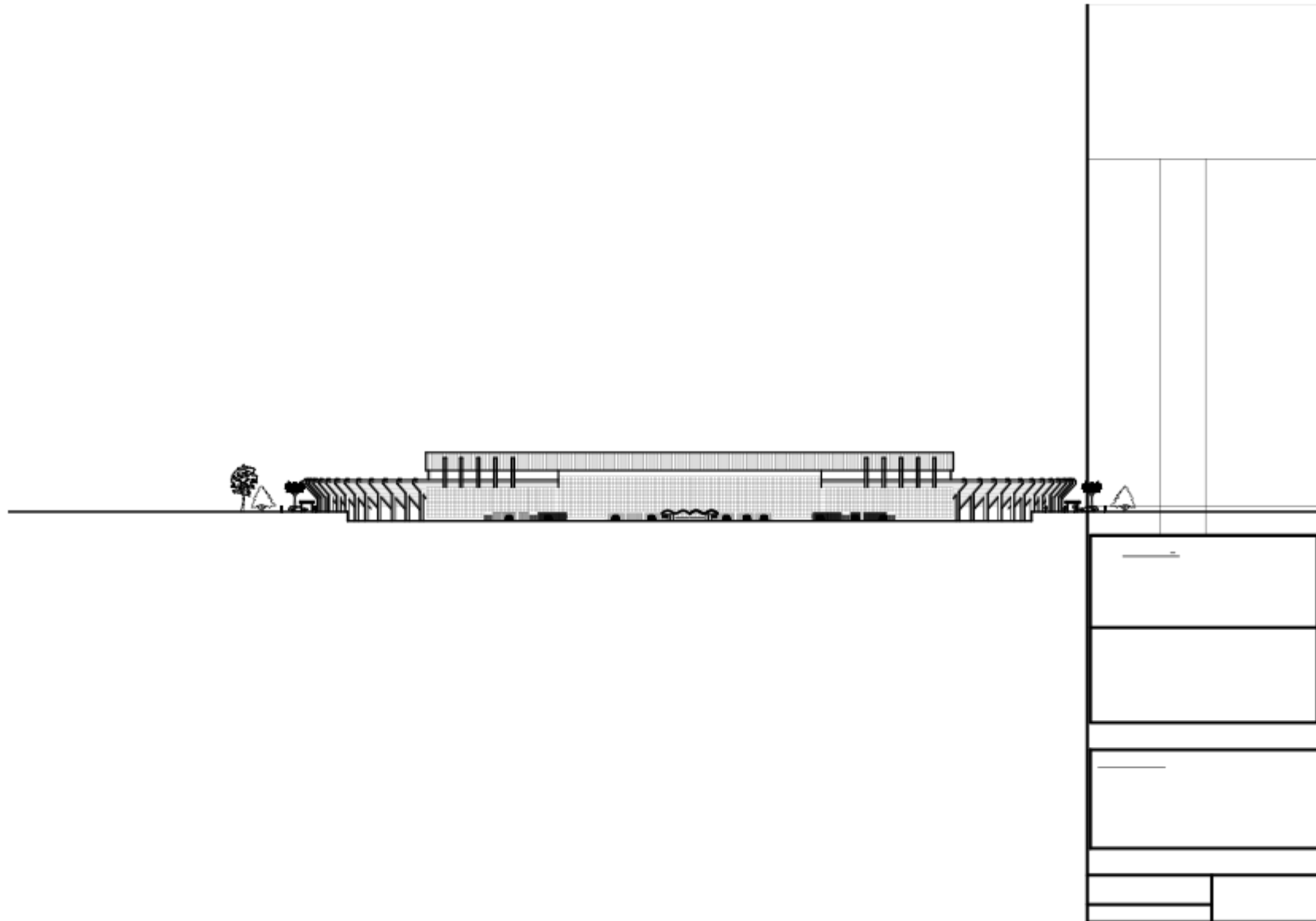
We advise that the project be revisited as redesigned with a new financial model.

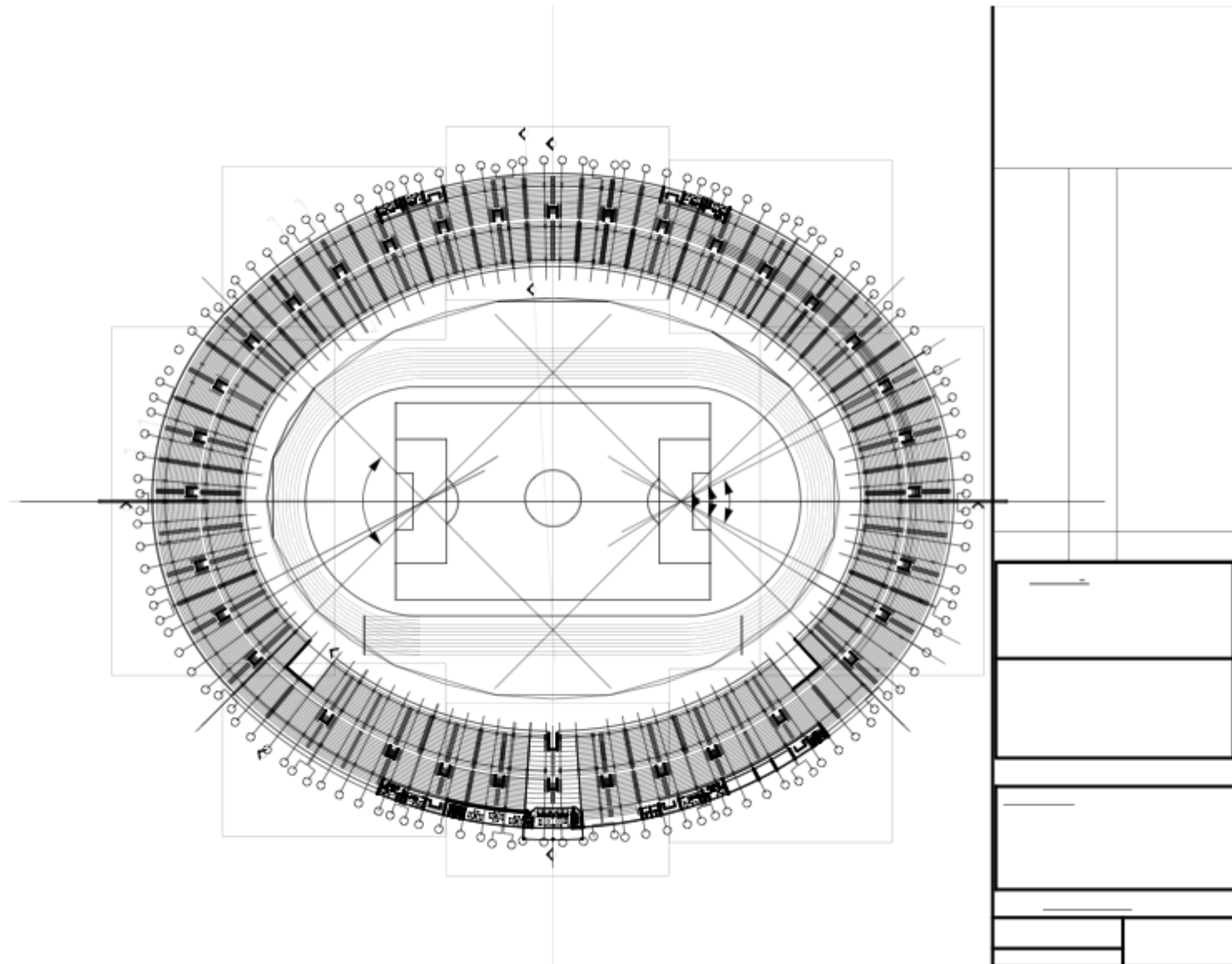
ARCHITECTURE ■ CONSTRUCTION ■ INTERIORS

PORTFOLIO

ACBESUA & ASSOCIATES







FUNDING OF INFRASTRUCTURES AND PUBLIC UTILITIES

Utilities for Ondo State

The need for Infrastructure Development is the greatest national challenge of our time. The growing demand for infrastructure to address critical national issues such as Transportation, Energy, Water and Food Shortages, Mass Urbanization and Economic & Social Development cannot be overemphasized. To address the dearth of infrastructure and deliver lasting economic and social development, the State, and indeed the nation needs collective leadership, experience and creative sourcing for funds to execute infrastructural projects.

However, the dwindling revenue accruable to the State Government in recent times and the need to speedily execute infrastructure projects has necessitated the need to come up with creative/ingenious ways to fund identified projects at minimal cost and in a sustainable manner.

The traditional sources of funds as utilized by successive governments in the past (Statutory Allocation, IGR, Loans from Commercial Banks, Grants) to fund projects would not be adequate to meet the funding need of the incoming administration. Therefore, there must be a Systematic Infrastructure Funding Action Plan that considers among other things, a simple but sustainable funding model to meet the present and future infrastructure needs of the State. The current use to which the traditional fund sources are put is highly suboptimal as the accountant would state can be further 'sweated'.

In this context, while expanding the Internally Generated Revenue (IGR) base. Private and External Funding Partners must be cultivated to compliment government's effort.

ODSG must show more than a passive interest in the production quota of crude oil assigned to the state by Revenue Mobilization.

It must be a priority to the incoming administration to develop her IGR base using the tested Performance Management/Commission Based Model with defined Key Performance Indicators (KPIs/Targets set for the operators. Only Investors/Advisers/FIs ready to partner the State should be patronized.

It is highly recommended that Non-recourse and/or limited recourse project finance/funding models should be used more than the traditional recourse products with heavy involvement of the Private Sector. Some of the creative/ ingenuous financing models that should be explored are as follows:

- Contractor Financing
- Private Public Partnership- BOT, BOOT, Concessions etc
- Bond/Capital Market
- Local Development Finance Institutions - BOI, Infrastructure Bank
- Multilateral Development Financial Institutions
- Aids and Grants
- Divestitures
- Infrastructure Development Fund
- Intervention Fund
- Off-Plan Project Finance

It is important to note that there is no one-cap fit-all financing model for all sectors/projects. Each sector or project has its own peculiar characteristics and funding needs and therefore can only be financed by a model specifically designed to meet those needs.

It is also expected that the incoming administration would create the enabling environment in form of legislative instruments, highly technical agencies with Human Capital Development/ Capacity Building to drive these initiatives.

STRATEGIES FOR IMPLEMENTATION

To ensure effective implementation, sustenance and monitoring of the projects, we suggest the creation of additional units in the office of the Governor as follows:

Business Incubation Unit

This unit will be responsible for facilitating the establishment of investment and ensuring that investors have a conducive business environment to operate.

- It will be in charge of the following
- Easy registration of new businesses in the state
- Easy access to land for investors
- Accelerated process for obtaining Certificate of Occupancy
- Project Monitoring Unit

- The Unit will be responsible for removing impediments in the implementation of projects i.e like obtaining Right of Way and resolving Wayleave matters where applicable
- Monitoring implementation of projects to ensure that standards are maintained.
- Ensure effective collaboration between Ministries, Departments, and Agencies to reduce unnecessary bureaucratic delays and bickering.

Abuja Liason Office

The Abuja Office should be upgraded to a full fledged business unit to be headed by a highly experienced, exposed upwardly mobile, competent and business minded person with international exposure and stature. The person should be able to easily penetrate and relate with such organisations like the World Bank, Ministries, Departments and Agencies at all levels. In addition, he must be someone who can, on his own, gain unimpeded access to headship of both Houses of the National Assembly, the Security Agencies and the Judiciary. He and his team must have direct access to the Governor and be able to generate new ideas to attract investment, grants and funds to the State.

SECTION 1 WATER INFRASTRUCTURE

1.1 Overview

Until of recent, there was no policy regulating the activities of water supply in Ondo state, except the Ondo State Water Corporation's Edict of 1977 which was signed to law on the 4th November, 1977 and was published in an official gazette No 17 Vol. 3 of 25th May, 1978. The edict had been replaced by the 1999 Ondo State Laws.

To conform with World best practices as introduced by the Federal Ministry of Water Resources, a new Water Policy was approved by the State Executive Council and accordingly, a Bill was passed by the Ondo State House of Assembly in December 2016. This is awaiting the accent of Mr. Governor see (Annexure 1). The new policy/law recommended the establishment of three separate agencies for water supply in the State namely:

- The Ondo State Water Corporation for Urban Water Supply;
- The Small Town Water Supply Agency for Semi-Urban Water Supply (yet to be established) and
- Rural Water Supply and Sanitation Agency for rural water supply.

The Rural Water Supply and Sanitation Agency (RUWASSA), which metamorphosed from Water and Sanitation Agency (WATSAN) was established in 1992.

Niger Delta Development Commission (NDDC) and Ondo State Oil Producing Area Development Commission (OSOPADEC) as intervention agencies, also provides infrastructure projects including water supply to the riverine areas on behalf of the State Government.

1.2 CHALLENGES IN THE SUB-SECTOR

1.2.1 Governance

- Lack of political will
- Political interference in location of projects, contract award/administration.
- Lack of continuity of Government Policies and Programmes due to changes in Government.

1.2.2 Management:

- Absence of regulations to prevent different MDAs in the duplication of efforts in water supply.
- High cost of energy
- Lack of career succession plan/dearth of middle/lower cadre officers
- Lack of training and retraining of existing personnel
- Incompetent contractors and technicians.
- Lack of synergy between Government and beneficiaries in ensuring the sustainability of water projects
- Running cost of water projects in the urban areas should be borne by beneficiaries.

1.2.3 Planning:

- Most of the existing baseline Data are not detailed in term of facility coverage.
- Non-implementation of institutional strategic work-plan for achieving increase in water supply and sanitation access.

1.2.4 Maintenance:

Nearly 80% of water facilities breakdown due to:

- Vandalism
- Abandoned water projects
- Use of substandard water features, materials and tools.
- Poor community ownership cultures and
- Incompetent contractors and technicians.
- Lack of standardization of spares

1.2.5 Funding:

- Lack of adequate budgetary provision.
- Lack/inadequate back-up sustainability of fund for water and sanitation facilities.
- Lack of investment to improve sanitation programme in rural communities.
- Untimely release of budgeted funds

- Nonexistence of private sector participation in large scale potable water development

1.3 ROLE OF VARIOUS STAKEHOLDERS WITHIN THE WATER AND SANITATION SUB-SECTOR

1.1.1 National Council on Water Resources (NCWR)

This is the highest water resources policy formulating body, chaired by Federal Minister of Water Resources, members are Minister of Environment; all state Commissioners of Water Resources and Director of Federal and State water resources, General Managers and Directors of Urban and Rural Water Agency.

1.1.2 Federal Ministry of Water Resources (FMWR)

It has overall responsibility for the management of water resources and sustainability in Nigeria. Partnering with State and development partners for grants, aids and loans.

1.1.3 Benin-Owena River Basin Development Authority (ORBDA)

Charged with the development, operation and management of the hydrogeological and hydrological parameters of the Basin.

1.1.4 National Water Resources Institute (NWRI)

Provides training and education, data collection and dissemination services in the field of Water Resources Development.

1.1.5 Ondo State Water Regulatory Commission

Responsible for the regulation of water supply and sanitation activities and targets. (Yet to be established in the State).

1.1.6 Ondo State Water Corporation (ODWC)

Agency responsible for urban water supply of population above 20,000.

1.1.7 Ondo State Small-Town Water Supply and Sanitation Agency (STWSSA)

Agency responsible for Small-Town water supply and sanitation, population between 5000 and 20,000. (Yet to be established in the State).

1.1.8 Ondo State Rural Water Supply and Sanitation Agency (RUWASSA)

Provision of safe water supply to rural communities (about 5,000), improving sanitation and hygiene (latrine construction), hygiene education, also to facilitates and support LGAs to implement WSS programme. Presently involve in small-towns water supply and sanitation programmes.

1.1.9 Local Government Areas (LGAs)

Provide supervision, monitoring and financial support to water supply and sanitation committee (WASHCOM) through Water and Environmental Sanitation Department (WESDept) in line with RUWASSA policy. (WES Dept not yet established in 18 LGAs).

1.1.10 Water Supply Sanitation and Hygiene Committee (WASHCOM)

Responsible for the management, ownership and security of water supply and sanitation activities in LGAs.

1.1.11 International, Local NGOs and Development Partners

Partners with states, LGAs and communities in the provision and sustainability of safe water supply and improved sanitation facilities through grant, aid and loan support. Notable are UNICEF, JICA, Water aid, World Bank, DFID, AfDB, USAID and EU etc.

1.1.12 Private Sector

There are three categories of involvement (a) construction and drilling works (b) supply goods and services and (c) water services provision.

1.1.13 Ondo State Oil Producing Area Development Commission (OSOPADEC)

Responsible for financing and provision of water supply and sanitation services in the oil producing areas in the state. (Ese-Odo and Ilaje LGAs)

1.1.14 State Emergency Management Agency (Yet to be legislated upon for domestication)

Collaboration and response to water and sanitation related emergencies.

1.1.15 Niger Delta Development Commission (NDDC)

An intervention agency that provides infrastructures and public utilities in the oil producing areas.

1.4 Inventory of Water Supply and Sanitation Infrastructure in Ondo State

1.4.1 Ondo State Water Corporation

The Corporation has forty (40) Water Schemes made up of fourteen (14) surface water abstractions, four spring development and twenty-two (22) underground water abstractions. Two (2) of these schemes are at various stages of completion; i.e. the Owena Multipurpose Dam Scheme at Igbaraoke constructed by the Federal Ministry of Water Resources and the Aboto Water Supply Scheme, Aboto, constructed by the State Government through OSOPADEC. The Status of the schemes is expressed in Table 1. It should be noted that the water schemes that are stated as functioning are all operating under very epileptic and critical conditions

Inventory of Water Supply Schemes in Ondo State: ANNEXURE II

S/No	Area Office	Water Supply Scheme	LGA	Location	Capacity of Scheme	Town of Coverage	Status	Present Coverage	Connection to National Grid	Remarks	
1	Ikare	Awara	Akoko NE	Ikare	6336	Ikare, Arigidi-Oja, Imo- Arigidi, Agbaluku- Arigidi, Ugbe and Akungba Akoko	Functioning	15	There is need to upgrade existing Power Supply from 11KV to 33KV Line for better performance	The contract was completed in 2014 but there is need for the following:- (1) Construction of 9 km Access Road. (2) Minor Repairs within the Headworks (3) Distribution Network (4) Perimeter Fencing. (5) Staff Quarters. (6) Security. (7) Upgrading the line from 11KV to 33KV to enhance power supply and reduce dependence on generating sets and cut down the cost of diesel usage).	

Report on Infrastructure and Public Utilities Development

S/No	Area Office	Water Supply Scheme	LGA	Location	Capacity of Scheme	Town of Coverage	Status	Present Coverage	Connection to National Grid	Remarks	
		Oke-Agbe BH	Akoko NW	Oke-Agbe	1080	Oke-Agbe	Non-Functioning	0	Connected	(1) Flushing of existing of Boreholes, (2) Replacement of burnt/defective Submersible Borehole Pumpset. (3) Construction of 2 additional Borehole to replace the existing collapsed hole(2nos). (4)Rehabilitation of the scheme.	
		Iwonrin BH	Akoko SW	Iwonrin Oka	50	Oka-Akoko	Functioning	15	Not Connected	(1) Need for additional storage complete with stanchion (2) Minor rehabilitation of the scheme	
		Ako Spring	Akoko SW	Oba-Akoko	1000	Oba-Akoko	Functioning	30	Not Connected	(1) Scheme newly constructed (2) Construction of distribution networks/extension	

Report on Infrastructure and Public Utilities Development

S/No	Area Office	Water Supply Scheme	LGA	Location	Capacity of Scheme	Town of Coverage	Status	Present Coverage	Connection to National Grid	Remarks	
2	Owo	Ose-Owo HW	Owo	Ose-Owo	8456	Owo, Ago panu, Ipenmen, Anaun, Isuada, Emure-Ile, Ipele, Iyere etc	Non-Functioning	0	Not Connected	<p>A - Contract for the rehabilitation and Upgrading of the Scheme - on-going. (1) Rehabilitation on the 1st and 2nd old treatment plant. (2) Refurbishment of the PUMP and Chemical Store (3) Installation of Pressure filter Package (Capacity - 4,546m³/day. (4) Partial dredging of dam (5) Under water survey of the Dam Structures - concrete & Dam gate.</p> <p>Further Constraint (i) Full dredging of the Dam (ii) repair of the Radial Gate (iii) Construction of additional raw water line to augment the existing 300mm AC raw water line to</p>	

Report on Infrastructure and Public Utilities Development

S/No	Area Office	Water Supply Scheme	LGA	Location	Capacity of Scheme	Town of Coverage	Status	Present Coverage	Connection to National Grid	Remarks	
										supply the upgrading works. (iv) Change from existing 250 mm fatigue AC Pipe Line to 300 mm Steel pipeline. (v) Cnstruction of a new clear water well	
		Uso-Ogbese	Owo	Oke-Odo	450	Ogbese, Uso and Oke-Odo	Functioning	15	Bad Transformer	(1) Rehabilitation of the scheme (2)Repair of Filtration System (3) Construction of Distribution Networks (4) Replacement of both the intake pumps and Hogh Lift Pump	
		Ido-Ani	Ose	Owani	990	Owani, Ido-Ani and Idogun	Functioning	15	Connected	(1) Minor Repair of Headworks (2) Construction of Distribution Mains/ Networks (3) Construction of Rising Main	
		Imoru BH	Ose	Imoru	695	Imoru and Ijagba	Functioning	15		No Diesel Supply	

Report on Infrastructure and Public Utilities Development

S/No	Area Office	Water Supply Scheme	LGA	Location	Capacity of Scheme	Town of Coverage	Status	Present Coverage	Connection to National Grid	Remarks	
		Ifon-Oruju	Ose	Oruju	2464	Ifon and Ikaro	Non-Functioning	0	Not Connected	Contract on the Scheme was completed but vandalised. we need to replace (1) Replace vandalised Electromechanical equipments (2) Rehabilitation of the scheme (3) Staff Quarters (4) Perimeter Fencing (5) Security must be in place and adequate (6) Community cooperation.	Furnish with no. of consumers
		Okeluse BH	Ose	Okeluse	80	Okeluse	Non-Functioning	0	Not Connected	(1) Drilling of a New Borehole (2) Perimeter fencing/ construction of a gate House (3) Distribution networks (4) Investigation of spring.	
		Ute BH	Ose	Ute	100	Ute	Non-Functioning	0	Not Connected	(1) Drilling of a New Borehole (2) Buiding of a New gate House and perimeter fencing (3) Distibution networks	

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S/No	Area Office	Water Supply Scheme	LGA	Location	Capacity of Scheme	Town of Coverage	Status	Present Coverage	Connection to National Grid	Remarks	
3	Akure	Ukere Spring	Akure South	Akure	50	Akure	Functioning	5	Not Connected	(1) Construction of elevated Storage Tanks (2) Construction of Staff Quarters (3) Supply/installation of 2No 5KVA Generating Set	
		Alagabaka Spring	Akure South	Akure	450	Akure	Functioning	5	Not Connected	(1) Supply and Installation of 2nos pumpsets complete with the operating starters	
		Owena Ondo Road HW	Idanre	Owena	19600	Akure	Functioning	15	Connected but defective	(1) Collapsed Spillway for the raw water dam (2)Construction of new weir for impoundment of raw water. (3) Rehabilitation/replace ment of the pumptoon accessories/intake Pumpset (4)Rehabilitation of aurgumentation Treatment Plant (5) Rehabilitation of Old Treatment Plant (6)	

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S/No	Area Office	Water Supply Scheme	LGA	Location	Capacity of Scheme	Town of Coverage	Status	Present Coverage	Connection to National Grid	Remarks	
										Replacement of Highlift pumpsets (7)Repair of the power line	
		Owena Multipurpose Dam	Ifedore	Igbaraoke	60000		Non-Functional	0	Not Connected	(1) There is an existing contract which has been put on hold. (2)The corporation has approached a donor agency to the tune of 57 Million USD . (3)The project would cover 50% of akure in the first phase. (4) Follow up on the existing contract. (5) Harness power to augment the 2 Mega Watts from the National Grid.	
		Owena Igbaraoke	Ifedore	Igbaraoke	5450	Igbara-Oke, Ilara, Ero, Ipogun	Functional	15	Connected	(1) Rehabilitation of the Treatment Plant. (2) Supply and Installation of pumpsets complete with the operating starters.	

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S/No	Area Office	Water Supply Scheme	LGA	Location	Capacity of Scheme	Town of Coverage	Status	Present Coverage	Connection to National Grid	Remarks	
4	Ondo	Temidire BH	Ile-Oluji/Oke-Igbo	Ile-Oluji	165	Ile-Oluji	Not Functioning	0	Not Connected	(1) Installation of Iron Removal Package (2) Construction of Storage Facilities complete with stanchion. (3) Distribution Networks	
		Oke-Igbo HW	Ile-Oluji/Oke-Igbo	Oke-Igbo	2275	Oke-Igbo, Ondo	Not Functioning	0	Not Connected	(1) Reconstruction of Intake Structure. (2) Supply and Installation of 500KVA Generating Set. (3) Supply and Installation of Highlift Pumpsets. (4) Rehabilitation of Treatment Plant (5) Construction of Distribution Networks. (6) Costruction of Storage concrete resevoir	
		Odojomu BH	Ondo West	Ondo	165	Ondo	Functioning	5	Not Connected	(1) Installation of Treatment Package to remove Odour. (2) Rehabilitation of the scheme	

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S/No	Area Office	Water Supply Scheme	LGA	Location	Capacity of Scheme	Town of Coverage	Status	Present Coverage	Connection to National Grid	Remarks	
		Moferere BH	Ondo West	Ondo	165	Ondo	Functioning	5	Not Connected	(1) Repair of Boreholes	
		Water for Life	Odigbo	Odigbo	165	Odigbo	Functioning	5	Not Connected	(1) Minor Repair of Scheme	
		Araromi-Obu	Odigbo	Odigbo	454	Araromi-Obu	Functioning	15	Not Connected	(1) Rehabilitation of Scheme (2) Construction of a transformer Sub-Station.	
5	Okitipupa	Okitipupa BH WSS	Okitipupa	Okitipupa	900	Okitipupa	Functioning	15	Not Connected	(1) Reflushing of the borehole. (2) Replacement of a borehole pump. (3) Distribution Network	
		Agbure Spring WSS	Okitipupa	Ode-Aye	4000	Ode-Aye	Non Functioning	0	Connected	(1) Reconstruction of undermined weir. (2) Rehabilitation of Scheme	
		Ilutitun BH WSS	Okitipupa	Ilutitun	1170	Ilutitun	Non Functioning	0	Not Connected	(1) Flushing of the borehole (2) Supply and Installation of Industrial Borehole Pumpset.	

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S/No	Area Office	Water Supply Scheme	LGA	Location	Capacity of Scheme	Town of Coverage	Status	Present Coverage	Connection to National Grid	Remarks	
		Lowolomo Spring WSS	Okitipupa	Igbotako	1440	Igbotako	Functioning	25	Connected	(1) Construction of Distribution Network (2) Minor repair within the Headworks.	
		Iju-Odo BH WSS	Okitipupa	Iju-Odo	50	Iju-Odo	Non Functioning	0	Not Connected	(1) Rehabilitation of the borehole. (2)Supply and Installation of Industrial Borehole Pumpset (3) Construction of Distribution Networks. (4) Servicing/repair on the existing Gen Set.	
		Ode-Erinje BH WSS	Okitipupa	Ode-Erinje	50	Ode-Erinje	Functioning	25	Not Connected	(1) Rehabilitation of Scheme (2) Connection to Public Power Supply	
		Ayeka Igbodigo BH WSS	Okitipupa	Ayeka Igbodigo	45	Ayeka	Non Functioning	0	Not Connected	(1) Rehabilitation of the borehole. (2)Supply and Installation of Industrial Borehole Pumpset. (3) Construction of Distribution Networks. (4) Servicing/repair on the existing Gen Set.	

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S/No	Area Office	Water Supply Scheme	LGA	Location	Capacity of Scheme	Town of Coverage	Status	Present Coverage	Connection to National Grid	Remarks	
		Okumo/Ig odanlisa WSS	Okitipupa	Okumo	116	Okumo, Igodanlisa	Non Functioning	0	Not Connected	(1) Rehabilitation of the borehole. (2)Supply and Installation of Industrial Borehole Pumpset. (3) Construction of Distribution Networks. (4) Servicing/repair on the existing Gen Set (5) .Design and Construction of a seperate water scheme for the University(proposed)	
		Ikoya BH WSS	Okitipupa	Ikoya	616	Ikoya	Non Functioning	0	Not Connected	(1) Collapsed borehole. (2)Construction of a new Borehole	
		Ode-Irele BH WSS	Irele	Ode-Irele	675	Irele	Not Functioning	0	Not Connected	(1)Repair and Servicing of Existing Genset	
		Atan Spring WSS	Irele	Ode-Irele	2400	Irele	Not Functioning	0	Not Connected	(1) Unermined Weir (2) Reconstruction of undermined weir. (3) Rehabilitation of the Scheme	
		Ajagba BH WSS	Irele	Ajagba	480	Ajagba	Functioning	25	Not Connected	(1) Construction of Distribution Networks. (2) Repair/Servicing of	

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S/No	Area Office	Water Supply Scheme	LGA	Location	Capacity of Scheme	Town of Coverage	Status	Present Coverage	Connection to National Grid	Remarks	
										existing Gen Set	
		Igbobini WSS	Ese-Odo	Igbobini	800	Igbobini Surface Water Abstraction Scheme.	Functional	10	Not Connected	(1) Minor Repairs in the Scheme	
		Igbobini B H WSS	Ese-Odo	Igbobini	660	Igbobini Borehole	Not Functioning	0	Not Connected	(1) Rehabilitation of the Borehole (2) Supply and Installation of Borehole Pump (3) Servicing/minor repair on the Gen Set	
		Sabomi BH WSS	Ese-Odo	Sabomi	49	Sabomi	Functional	0	Not Connected	(1) Rehabilitation of the Borehole (2) Supply and Installation of Borehole Pump (3) Servicing/minor repair on the Gen Set	
		Ojuala BH WSS	Ese-Odo	Ojuala	49	Oju-Ala	Non Functional	0	Not Connected	(1) Rehabilitation of the Borehole (2) Supply and Installation of Borehole Pump (3) Construction of Distribution Networks	

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S/No	Area Office	Water Supply Scheme	LGA	Location	Capacity of Scheme	Town of Coverage	Status	Present Coverage	Connection to National Grid	Remarks	
		Akotogbo BH WSS	Ese-Odo	Akotogbo	49	Akotogbo	Non Functional	0	Not Connected	(1) Rehabilitation of the Borehole (2) Supply and Installation of Borehole Pump (3) Construction of Distribution Networks	
		Aboto WSS	Ilaje	Aboto		Ugbonla, Igbokoda, Aboto, Ugbo, Mahin		90		(1) Construction of Aboto WSS - Projcet on-going. 90% Completion.	

LOCATION	LARGE WATER SUPPLY SCHEME		SOLAR POWERED BOREHOLE		REMARKS
	FUNCTIONING	NOT FUNCTIONING	FUNCTIONING	NOT FUNCTIONING	
ILAJE LGA	Nil	8	2	38	Lack of maintenance
ESE ODO LGA	Nil	1	Nil	7	Lack of maintenance

NOTE

THE STORAGE CAPACITY OF OVERHEAD TANKS FOR THE BOREHOLES IS 378.54CUM EACH

1.4.2 Ondo State Rural Water Supply and Sanitation Agency

Table 1 Ondo State Rural Water Supply and Sanitation Agency

SN	LGA	Total	Functional			Non-functional		
			HP	Solar	Electric	HP	Solar	Electric
1	Akoko N/E	235	22	28	15	58	42	70
2	Akoko N/W	327	32	20	30	113	64	68
3	Akoko S/E	206	7	6	19	58	54	62
4	Akoko S/W	347	35	34	40	90	75	73
5	Akure North	65	12	8	7	20	9	9
6	Akure South	92	48	53	20	3	2	20
7	Ese-Odo	202	18	20	22	28	55	59
8	Idanre	138	18	10	11	47	43	9
9	Ifedore	221	42	25	22	79	31	19
10	Ilaje	36	0	6	7	0	8	15
11	Ile-Oluji	216	28	0	20	98	0	70
12	Irele	91	13	0	11	15	0	53
13	Odigbo	193	32	1	26	58	1	76
14	Okitipupa	52	0	2	1	8	30	17
15	Ondo East	140	12	9	6	60	26	27
16	Ondo West	136	16	11	14	44	32	19
17	Ose	157	16	13	6	64	49	19
18	Owo	207	48	23	2	72	59	3
Sub Total		3061	365	272	279	916	580	660
TOTAL		3061	916 (functional)			2156 (non-functional)		

The State has a total of 3061 boreholes and 1777 improved sanitation and hygiene facilities. Most of the boreholes and sanitation facilities had broken down as a result of lack of maintenance.

There is an ongoing JICA intervention project for the provision of 100 boreholes and capacity building in sanitation in different rural communities of the State out of which 15 boreholes had been completed. The State Government is yet to release counterpart funding for the remaining 85. The status and conditions of the facilities are shown in the Tables 2 and 3 below:

Table 2: Status and Distribution of Borehole Facilities in Ondo State

Table 1-2 Status and Distribution of Borehole Facilities in Ondo State

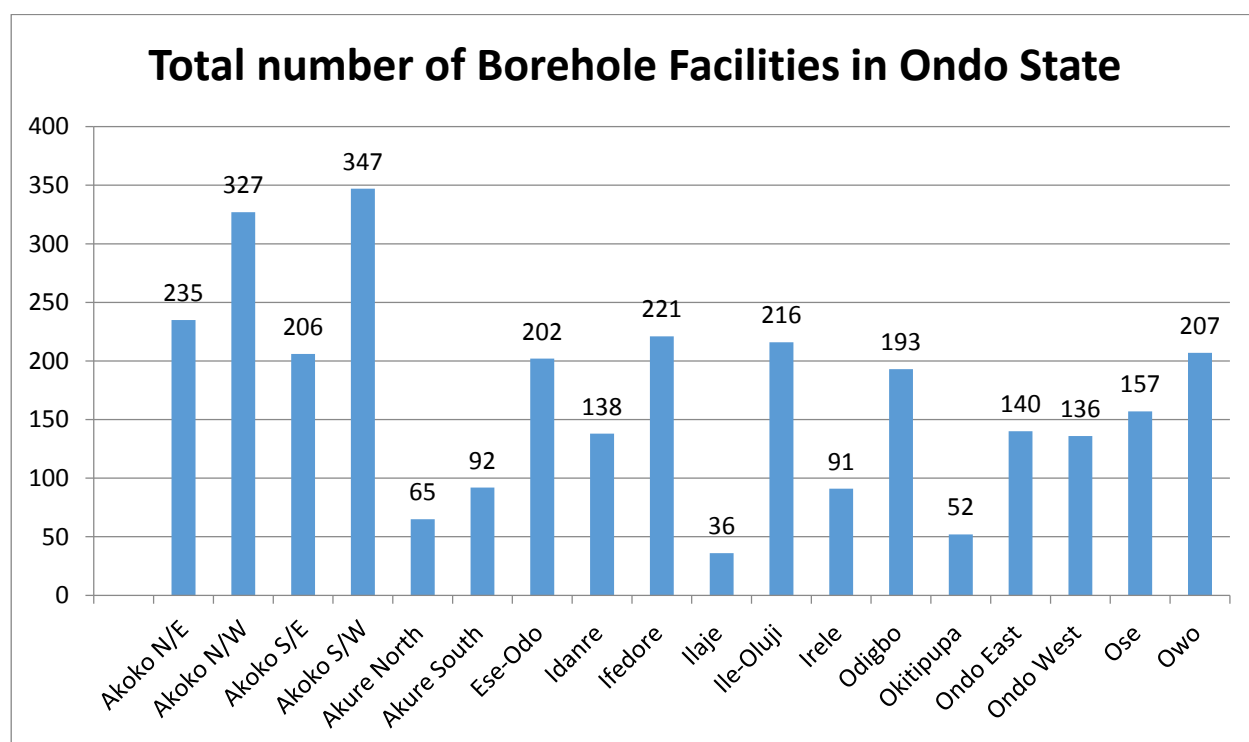


Table 1-3

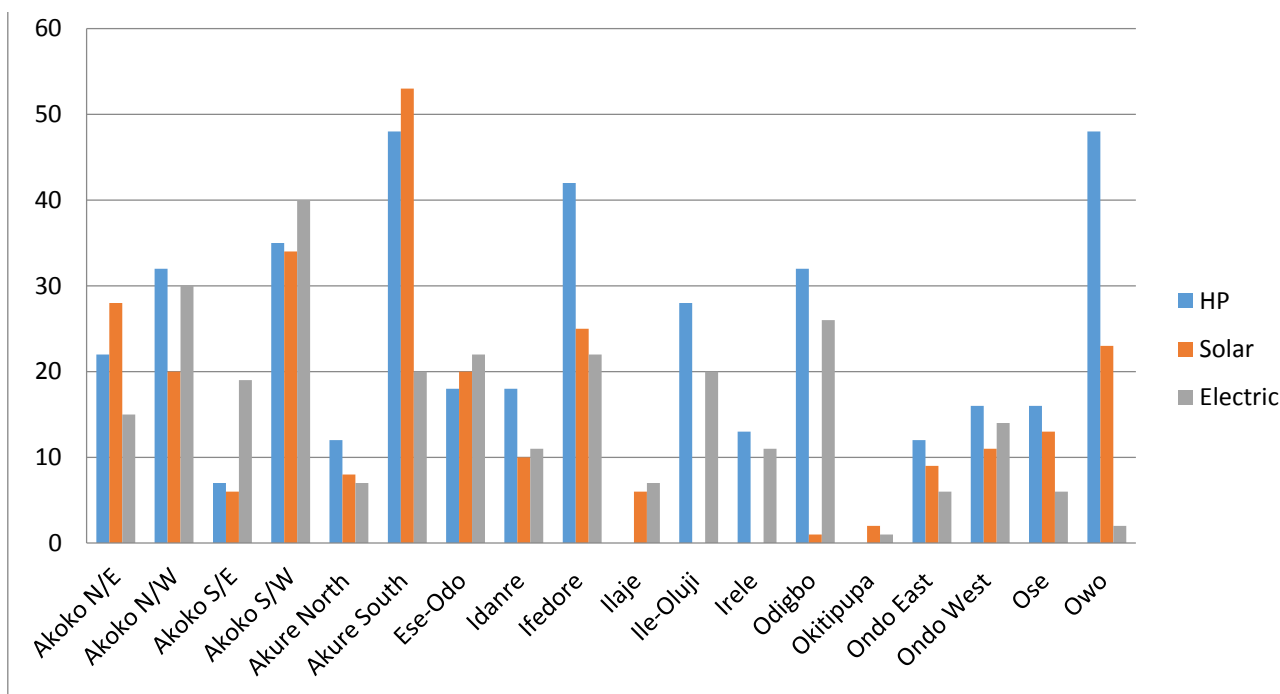


Table 1-4 Non Functional Boreholes in Ondo State

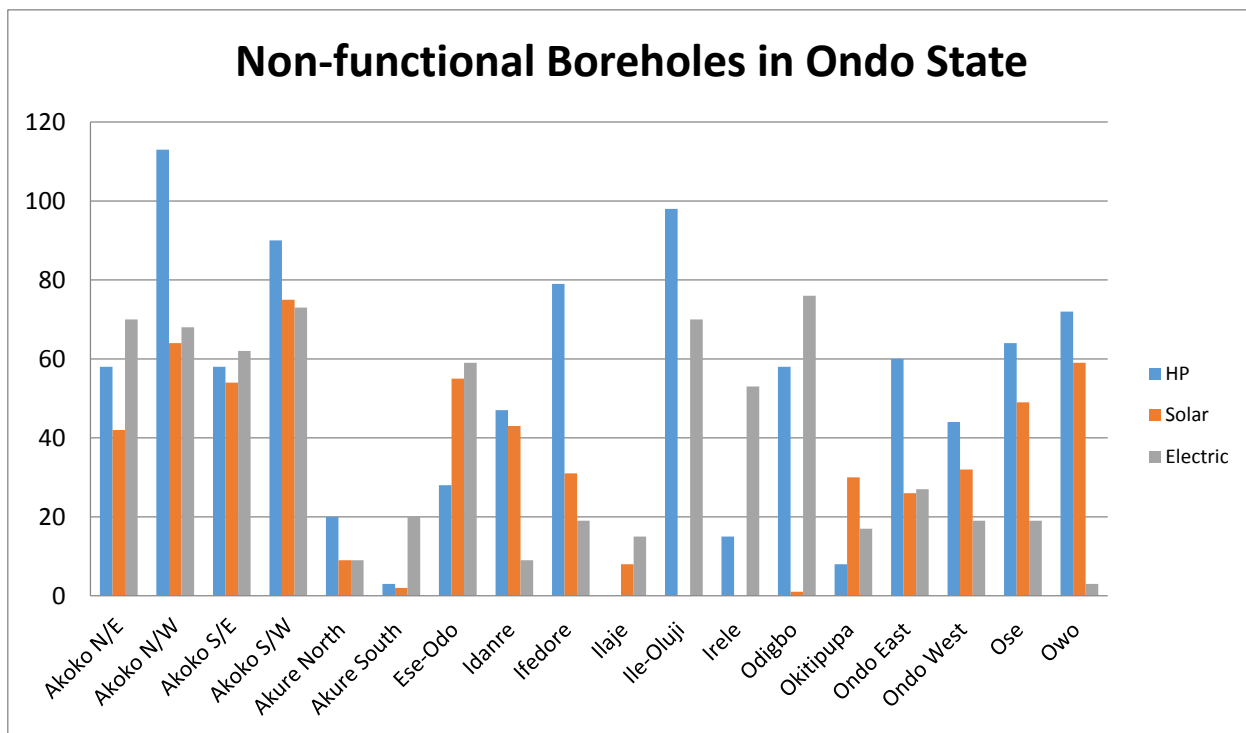


Table 1-5 Total number of Hygiene & Sanitation Facilities in Ondo State

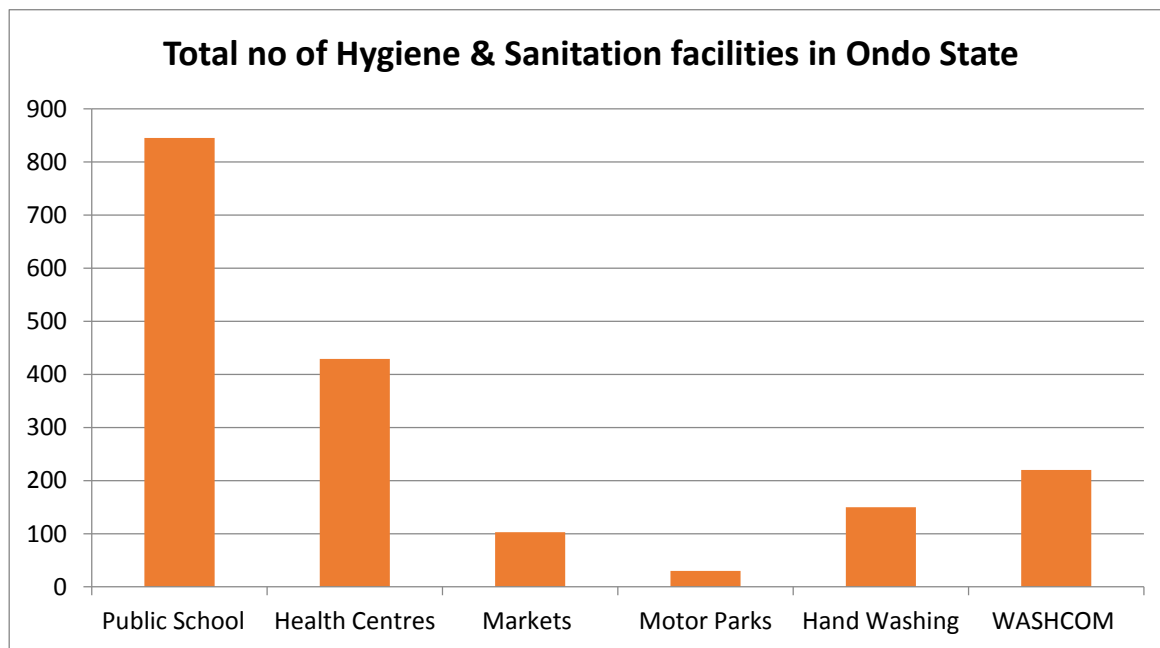


Table 1-6 State of Hygiene & Sanitation Facilities

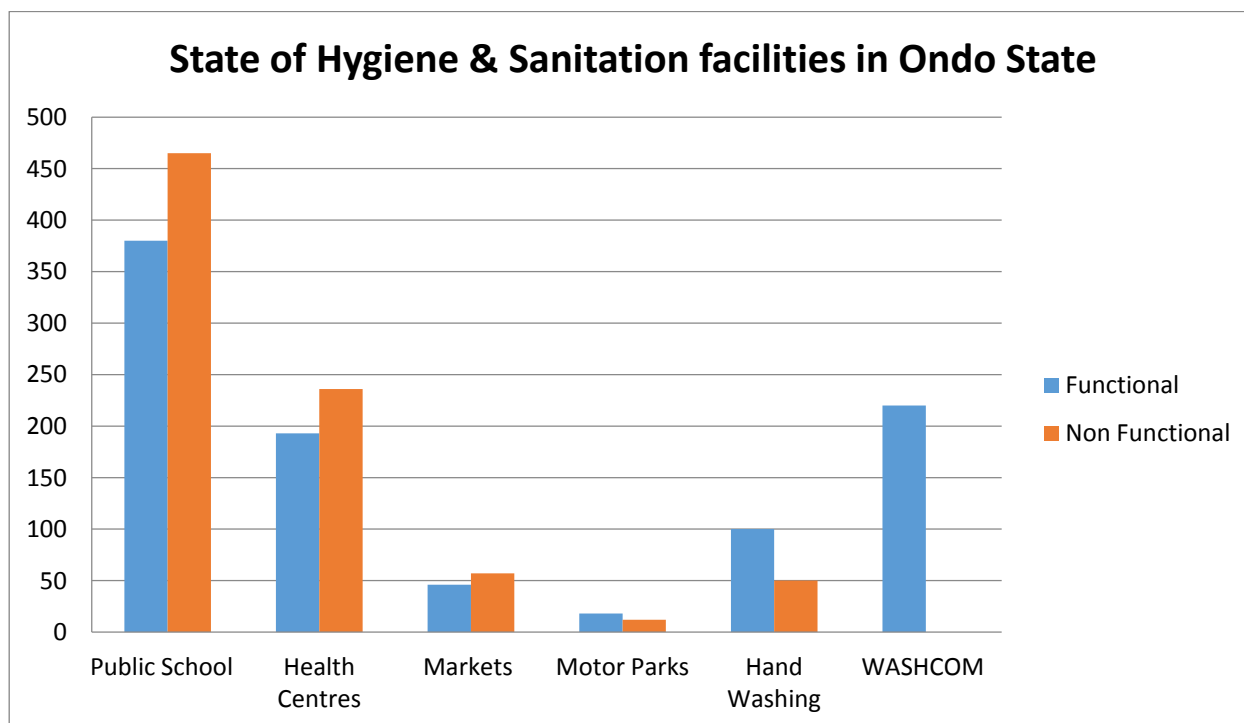


Table 3: Status of Existing Sanitation and Hygiene Facilities in Ondo State

Table 1-7 Status of Existing Sanitation and Hygiene Facilities in Ondo State

SN	Facility VIP/Pour Flush	Total	1992-2002	2003 - 2008	2009 - 2015	Functional	Non Functional
1	Public School	845	302	243	300	380	465
2	Health Centres	429	67	103	259	193	236
3	Markets	103	3	15	85	46	57
4	Motor Parks	30	3	10	17	18	12
5	Hand Washing	150	-	38	112	100	50
6	WASHCOM	220	-	97	123	220	0
	Total	1777	375	506	896	957	820

1.5 INTERVENTION AGENCIES

Niger Delta Development Commission (NDDC) and Ondo State Oil Producing Area Development Commission (OSOPADEC)

Presently, NDDC has completed 48 water projects in Ilaje LGA and 6 water projects in ESE-Odo LGA and none is confirmed to be functional. OSOPADEC is presently constructing a water treatment plant with a capacity of 2 Million Gallons/day at Aboto. The treatment plant is at 95% completion and work is still in progress. Reticulation works to supply water to Ugbonla, Ugbo-Mahin, Igbokoda and Aboto communities is still in progress.

1.6 MAPS OF WATER SUPPLY AND SANITATION INFRASTRUCTURE SHOWING URBAN WATER SUPPLY, BOREHOLE LOCATIONS AND HYDROLOGICAL AND GEOLOGICAL FORMATIONS IN ONDO STATE

Figures 1, 2 and 3 below shows locations of dams and major water supply schemes, boreholes and geological maps in Ondo State respectively:

Figure 1: Dams and major water supply schemes



Figure 2: Borehole Locations in Ondo State



1.7 Gap Analysis

1.7.1 Inadequate Access to Potable Water

The World Health Organization (WHO) standard on Water requirement per capital /per day stipulates 60 liter/day for urban centers and 30 liters / day for rural areas.

Based on these figures and taking the average, as at May 2003, only 4.42 percent of the population of the state had access to potable water. This increased to 52 percent in 2007 and then to 62 percent in 2008 after a well-coordinated and concerted efforts.

A critical study of table 1 and 2 on the present status of water supply schemes shows a serious gap in water supply from what it used to be in 2008. This is a violation of the provision of the sustainable development goals that stipulates that states must “ensure availability and sustainable management of water and sanitation for all”.

Access to safe water supply in Ondo State was about 74.5% in 2008 but dropped to 20.3% in 2015. This has drastically affected potable water supply in the State (WATSAN/FMWR Inventory) due to lack of major intervention to increase the access since 2008 to date. Access to sanitation also dropped from 38.5% to 27.8% (WATSAN/FMWR, 2015 Inventory).

1.6.1 Data Collection

Lack of systematic data collection for effective provision of potable water.

1.6.2 Cost Recovery

Lack of beneficiaries’ understanding of the importance of water tariff for sustainability of water supply.

1.7 Best Practices in the Water Sub-Sector

Best practices around the globe include:

- Sensitization of the public on the Water Policy and Law in the State
- Autonomy of the Urban Water Agency
- Public Private Partnerships
- Developing computer models of water utilities including mapping of all facilities
- Annual report writing and review

- Establishment of leakage detection system
- Monitoring and Evaluation with feedback
- Optimization of storage facilities
- Meeting with top users in the system
- Ensuring that water and sanitation qualities and standards are maintained
- Harnessing the current and potential opportunities and addressing operational and sustainability challenges within WASH Sector with a view to ascertaining the nature and level of Investment required.
- License borehole driller in the State.
- Sustainability should be considered in project conception, implementation and exploitation.

1.8 Proposed Policy Statement, Objectives, Goals and Outcomes

1.7.1 Policy Statement

The policy statement of this Administration is to improve the activities of the State Government Agencies and other service providers in the water and sanitation sector through appropriate institutional framework that would allow stakeholders, communities and groups to articulate their interest, exercise their obligations and rights with respect to availability and sustainable management of potable water and sanitation for all.

1.9 Objectives, Goals and Outcomes for Urban Water Supply.

1.9.1 Objective

To enhance the provision of potable water in adequate quantities for all facets of the society

1.9.2 Goals

- Institutional strengthening through the strict implementation of the water policy to be driven by the appropriate legislation on water law.
- Increase in access to potable water supply through infrastructural development, construction of transmission mains and distribution networks, as well as development of new schemes and plant maintenance.
- Increase in revenue generation through consumer enumeration, metering and computerized customer relationship management system.
- Promote human capital development for enhanced productivity.

1.10 Outcomes and Key Performance Indicators

S/No	Key Performance Indicator	Outcomes
1	Water Policy	Regulated water supply related activities
2	Legislation	Enforcement of water related activities.
3	% Capacity in Utilization	Increase in Capacity Utilization of Water Supply Schemes
4	Length of Distribution Network.	Increase in access to potable water
5	Operation & maintenance Cost	Increase in Capacity Utilization of Water Supply Schemes
6	Consumer Register in Place	Increase in water access and supply.
7	Collection Efficiency	Increase in revenue generation
8	Reduction in un-accounted for Water	Reduction in unaccounted for water
9	Volume of Water Produced in Cubic meters	Access to potable water State wide
10	Availability of Human Resources Manual	Increase in Personnel Motivation and capacity of personnel

1.11 Objectives, Goals and Outcomes for Rural Water Supply.

1.11.1 Objectives

- To strengthen and upgrade WATSAN to RUWASSA through existing legislation.
- Approve Water Sanitation and Hygiene (WASH) infrastructural framework and water policy 2016.
- Encourage Partnership for Expanded Water Supply, Sanitation and hygiene (PEWASH).
- Design, construct and provide access to safe water supply in rural communities in the state.
- Design, construct and provide pour flush toilets, urinals and hand washing in schools and public places to improve access to sanitation.
- Maintain all water and sanitation infrastructure put in place.

1.11.2 Goals

- RUWASSA intends to adopt a phased approach (short, medium and long term) in order to achieve its objectives, vision and targets. To ensure available, adequate, safe and sustainable management of water supply and sanitation (open defecation free ODF) anywhere, everywhere and anytime in Ondo State in the year 2030 (100% Water Supply and 100% Sanitation).
- Consolidate, increase and sustain rural communities' access to adequate quantities of affordable and safe water by the year 2030.
- Consolidate, increase and sustain rural communities' access to hygiene, sanitation facilities.
- Identify, evaluate and rehabilitate quick win projects as short term; expansion for medium term and consolidation for long term.

1.11.3 Outcomes and Key Performance Indicators

SN	Key Performance Indicator	Outcomes
1.	Improved Health and Hygiene	Reduces workload of medical staff, improve personal hygiene, household cleanliness.
2.	Improved Economic Status	Reduces government finance on water related disease. Reduce expenses on medical treatment. Livelihood of the communities improved. Reduces poverty. Increase in food vendors and iced water.
3.	Education	Students have more time for study. Hours spent on school-related activities increased. Increase in attendance and punctuality. Neatness of student uniform.
4.	Social-Cultural	Increase community unit/ownership Social/community interaction increase. Improve pride, dignity and cleanliness in the community. WASHCOM are effective. Incidence of storage infection are reduced.
5.	Psychology	Reduce tension of raping girls. Observance of religion rites. Eliminate attack by wild animals
6.	Time saved	Queuing and fighting at water point significantly reduced. Distance to fetch water significantly reduced. Time taken for repairs of faulty boreholes decrease.

1.12 Proposed Programs and Projects

The proposed programs and projects are detailed in Tables 4 and 5

Table 4: Proposed Programme and Projects for Urban Water

S/N	Water Supply Scheme	Location	Category	Capacity of Scheme M ³ /day	Remarks/ Recommendation	Quick Wins (100 Days)	Medium Term (1-3 Yrs)	Long Term (4-8Yrs)	Legacy
1	Egbe Dam WSS	Ekiti	Rural	45000	(1) Setting up of a high powered conflict resolution committee for resolving the management of the scheme.				
2	Awara	Ikare	Urban	6336	(1) Construction of 9 km Access Road (2) Minor Repairs within the Headworks (3) Distribution Network (4) Perimeter Fencing (5) Staff Quarters (6) Security (7) PHCN (Upgrading the line from 11KV to 33KV to enhance power supply and reduce dependence on generating sets and cut down the cost of diesel usage).				

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3	Oke-Agbe BH	Oke-Agbe	Semi- Urban	1080	(1) Flushing of existing of Boreholes, (2) Replacement of burnt/defective Submersible Borehole Pumpset (3) Construction of 2 additional Borehole to replace the existing collapsed hole(2nos) (4)Rehabilitation of the scheme.				
4	Iwonrin BH	Iwonrin Oka	Urban	50	(1) Need for additional storage complete with stanchion (2) Minor rehabilitation of the scheme				
5	Ako Spring	Oba- Akoko	Semi- Urban	1000	(1) Scheme newly constructed (2) Construction of distribution networks/extension				
6	Ose-Owo HW	Ose-Owo	Urban	8456	(1) Full dredging of the Dam (2) repair of the Radial Gate (3) Construction of additional raw water line to augment the existing 300mm AC raw water line to supply the upgrading works. (4) Change from existing 250 mm fatigue AC Pipe Line to 300 mm Steel pipeline. (5) Cnstruction of a new clear water well				

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7	Uso-Ogbese	Oke-Odo	Rural	450	(1) Rehabilitation of the scheme (2) Repair of Filtration System (2) Construction of Distribution Networks, (3) Replacement of both the intake pumps and Hogh Lift Pump				
8	Ido-Ani	Owani	Semi-Urban	990	(1) Minor Repair of Headworks (2) Construction of Distribution Mains/ Networks, (3) Construction of Rising Main to Egbe Reservoir				
9	Imoru BH	Imoru	Rural	695	Rehabilitation of the scheme				
10	Ifon-Oruju	Oruju	Semi-Urban	2464	(1) Vandalised. (2) Replacement of vandalised Electromechanical equipment/rehabilitation (3) Construction of Staff Quarters (4) Perimeter Fencing/gate House (5) Security must be in place and adequate (6) Community cooperation.				
11	Okeluse BH	Okeluse	Rural	80	(1) Drilling of a New Borehole (2) Buiding of a New gate House and perimeter fencing (3) Distibution networks, (4) Investigation of spring				

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12	Ute BH	Ute	Rural	100	(1) Drilling of a New Borehole, (2) Buiding of a New gate House and perimeter fencing, (3) Distibution networks				
13	Ukere Spring	Ukere Spring	Urban	50	(1) Construction of elevated Storage Tanks, (2) Construction of Staff Quarters, (3) Supply/installation of 2No 5KVA Generating Set				
14	Alagabaka Spring	Alagabaka Spring	Urban	450	(1) Supply and Installation of Pumpsets and Starters				
15	Owena Ondo Road HW	Owena	Urban	19600	(1) Collapsed Spillway raw water dam, (2)Construction of new weir for impoundment of raw water. (3) Rehabilitation/replacement of the pumptoon accessories/intake Pumpset (4)Rehabilitation of aurgumentation Treatment Plant, (5) Rehabilitation of Old Treatment Plant, (6) Replacement of Highlift pumpsets (7)Repair of the power line				

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16	Owena Multipurpose Dam	Igbaraoke	Semi-Urban	60000	(1) There is an existing contract which has been put on hold. (2)The corporation has approached a donor agency to the tune of 57 Million USD . (3)The project would cover 50% of akure in the first phase. (4) Determination of the existing contract. (5) Harness power to augment the 2 Mega Watts from the National Grid.				
17	Owena Igbaraoke	Igbaraoke	Semi-Urban	5450	(1) Rehabilitation of Treatment Plant (2) Supply and Installation of 3 Nos low pumpsets and Starters. (3) Supply & Installation of 1 No 350 KVA Genset (4) Supply & Installation of 3No Highlift Pumpset				
18	Temidire BH	Ile-Oluji	Semi-Urban	165	(1) Installation of Iron Removal Package (2) Construction of Storage Facilities (3) Distribution Networks				

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19	Oke-Igbo HW	Oke-Igbo	Semi- Urban	2275	(1) Reconstruction of Intake Structure (2) Supply and Installation of 500KVA Generating Set, (3) Supply and Installation of Highlift Pumpsets, (4) Rehabilitation of Treatment Plant (5) Construction of Distribution Networks.				
20	Odojomu BH	Ondo	Urban	165	(1) Installation of Treatment Package to remove Odour				
21	Moferere BH	Ondo	Urban	165	(1) Repair of Boreholes				
22	Water for Life	Odigbo	Semi- Urban	165	(1) Minor Repair of Scheme				
23	Araromi- Obu WSS	Odigbo	Semi- Urban	454	(1) Rehabilitation of Scheme (2) Construction of a transformer Sub- Station.				
24	Okitipupa BH WSS	Okitipupa	Urban	900	(1) Reflushing of the borehole, (2) Replacement of a borehole pump. (3) Distribution Network				
25	Agbure Spring WSS	Ode-Aye	Semi- Urban	4000	(1) Reconstruction of undermined weir. (2) Rehabilitation of Scheme				

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26	Ilutitun BH WSS	Ilutitun	Semi-Urban	1170	(1) Supply and Installation of Borehole pump.				
27	Lowolomo Spring WSS	Igbotako	Semi-Urban	1440	(1) Construction of Distribution Network				
28	Iju-Odo BH WSS	Ijuodo	Rural	50	(1) Supply and Installation of Borehole Pumpset, (2) Rehabilitation of Borehole (3) Construction of Distribution Networks				
29	Ode-Erinje BH WSS	Ode-Erinje	Rural	50	(1) Rehabilitation of Scheme (2) Connection to Public Power Supply				
30	Ayeka Igbo-digo BH WSS	Ayeka Igbo-digo	Rural	45	(1) Rehabilitation of borehole (2)Supply and Installation of Borehole Pumpset, (3) Construction of Distribution mains/ Networks				
31	Okumo/Igo danlisa WSS	Okumo	Rural	116	(1) Rehabilitation of the Borehole. (2)Supply and Installation of Industrial Borehole Pumpset. (3) Construction of Distribution Networks. (4) Servicing/repair on the existing Gen Set. (5) Design and Construction of a separate water scheme for the University(proposed)				

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32	Ikoya BH WSS	Ikoya	Rural	616	(1) Construction of a new Borehole				
33	Ode-Irele BH WSS	Ode-Irele	Urban	675	(1) Repair and Servicing of Existing Genset				
34	Atan Spring WSS	Ode-Irele	Urban	2400	(1) Reconstruction of undermined weir. (2) Rehabilitation of the Scheme				
35	Ajagba BH WSS	Ajagba	Rural	480	(1) Construction of Distribution Networks				
36	Igbobini WSS	Igbobini	Rural	800	(1) Minor Repairs in the Scheme				
37	Igbobini B H WSS	Igbobini	Rural	660	(1) Supply and Installation of Borehole Pump. (2) Construction of Distribution Networks				
38	Sabomi BH WSS	Sabomi	Rural	49	(1) Supply and Installation of Borehole Pump. (2) Construction of Distribution Networks				
39	Ojuala BH WSS	Ojuala	Rural	49	(1) Supply and Installation of Borehole Pump. (2) Construction of Distribution Networks				

40	Akotogbo BH WSS	Akotogbo	Rural	49	(1) Construction of a New Industrial Borehole (2) Construction of Stanchion and Reservoir				
41	Aboto WSS	Aboto	Rural	2000	(1) Construction of Aboto WSS - Project on-going. 90% Completion.				

Table 5: Proposed Programme and Projects for Rural Water

Activity	Estimated Budget	Time Line
2017 -2018 <ul style="list-style-type: none"> • Completion of 50 Boreholes JICA intervention Project • Evaluation and Rehabilitation of 2156 Non-functional Boreholes • Provision of 50 KAMOMI water scheme • Upgrade and develop 5 spring water. • Promote community led Total Sanitation (CLTS) in 3 LGAs • Build public institution toilets to reduce open defecation • Develop and manage hydrological and geophysical information in 18 LGAs. • Town Hall Meetings in LGAs to sensitize the communities on the roles of LGAs in protecting and monitoring water infrastructure 	N53 Million According to site evaluation & PPMU	Quick Wins

<p>2018 – 2021</p> <ul style="list-style-type: none"> Maintain and sustain all Boreholes Provision of 200 KAMOMI water scheme Provide 400 hand pumps boreholes Provide 200 Solar Powered Boreholes Construct 15 Spring Water Promote CLTS in 6 LGAs Build 1000 public institution toilets to reduce open defecation 	<p>According to site evaluation & PPMU</p>	<p>Achievable.</p>
<p>2021-2030</p> <ul style="list-style-type: none"> Maintain and sustain all Boreholes Provision of 300 KAMOMI water scheme Upgrade 10 spring waters. Promote CLTS in 11 LGAs Build 1500 public institution toilets to reduce open defecation. 	<p>According to site evaluation & PPMU</p>	<p>Achievable.</p>

WORK PLAN / CALENDERISE PROGRAMME

Government must have a work plan with a set target of between 50-60% water supply coverage as against the current production level far below 4.42% as at May 2003.

The revamp programme will entail a functional restructuring of the state Water Corporation, capacity building, rehabilitation of old water schemes and distribution of networks, development of new schemes and establishment of a new maintenance regime.

For the urban areas, all on-going contracts/rehabilitation works should be re-examined and completed; they include Awara Dam Water Supply Scheme, Ose-Owo Dam Water Supply Scheme, Ifon-Oruju Water Supply Scheme, idoani Water Supply Scheme, Oke-Igbo Water Supply Scheme, and idanre Golf course Earth Dam.

Other schemes shall be rehabilitated and the level of distribution/reticulation examined. New Water Schemes may be constructed after due diligence studies, investigation and design on surface water and ground water resources.

Water provision in the Riverine Areas must be tackled adequately. All water supply projects completed by the Niger Delta Development Commission shall be properly taken over by the state Government for development and maintenance.

Work Plan should be put in place to service the Rural Areas. All the non-functional boreholes shall be redeveloped and rehabilitated.

WATER SUPPLY

4 – YEAR WORK PLAN

FEBRUARY, 2017 – JANUARY, 2021

PROGRAMME

1. Restructuring
2. Urban Water Supply
3. Provision of Potable Water in the Riverine Areas
4. Rural Water Supply
5. Capacity Building.

YEAR 2017

1. RESTRUCTURING

- a) Review the water policy passed by the State House of Assembly.
- b) Ascent by the Governor.
- c) Orgaise a stakeholder meeting on water.
- d) Restructure the existing department in line with the policy recommendation.

2. URBAN WATER SUPPLY

I. Owena Multipurpose Dam

- a) Review the existing contract.
- b) Review the design of the transmission mains to coverage areas.
- c) Follow up on the French Development Agency.
- d) Laise with Benin Disco on power supply to the Dam.

II. Awara Dam Water Supply Scheme.

- a) Review the existing contract.
- b) Consider the recommendation of additional works by ODWC.
 - Rehabilitation of 9 km access road.
 - Building of perimeter fencing and staff quarter.
 - Distribution networks to coverage areas (phase 1)
Ikare,Ugbe,Arigidi,Agbaluku,Akungba,Supare,Iwaro
 - Provision of Security /Community participation.
- c) Laise with Benin Disco on power supply to the Dam.

III. Ose-Owo Water Supply Scheme

- a) Review the existing contract.
- b) Consider the recommendation of additional works by ODWC.
 - Full dredging of the Dam.
 - Repair of the Radial Gate
 - Construction of additional raw water line to support the existing 300 mm AC.
 - Change from 250 mm AC pipe line to 300 mm steel pipe.
 - Construction of new clear water well
 - Security/Community participation.

- c) Laise with Benin Disco on power supply to the Dam.

IV. Ifon-Oruju Water Supply Scheme

- a) Review the existing contract.
- b) Consider the recommendation of additional works by ODWC.
 - Construction of perimeter fencing, gate house and staff quarter.
 - Replacement of Vanderlised Electromechanical equipment.
 - Security provision and Community participation.
- c) Laise with Benin Disco on power supply to the Dam.

V. Idoani Dam Water Supply Scheme

- a) Review the existing contract.
- b) Consider the recommendation of additional works by ODWC.
 - Repair of head works.
 - Construction of distribution mains/networks.
 - Construction of Rising Mains to Egbe Reservoir.
 - Provision of Security/Community participation.
- c) Laise with Benin Disco on power supply to the Dam.

VI. Oke-Igbo Water Supply Scheme

- a) Review the existing contract.
- b) Consider the recommendation of additional works by ODWC
 - Reconstruction of Intake Structure.
 - Supply and installation of 500 KVA Generating set.
 - Supply and installation of High Lift Pump set.
 - Rehabilitation of Treatment Plant and
 - Construction of Distribution Networks.
 - Security and Community participation.
- c) Laise with Benin Disco on power supply to the Dam.

VII. Idanre Golf Course Earth Dam

- a) Review the existing contract.

VIII. Rehabilitation, Redevelopment and Drilling of New Boreholes.

- a) Okitipupa, Ilutuntun, Ikoya, Igbotu, Ojuala, Atijere, Akotogbo, Igbotako, Ajagba, Mahintedo Awoye, Ilepete, Igbokoda.
 - b) New boreholes- Okeluse, Ute, Akotogbo, Imoru, Arimogija, Ijagba, Igboegunrin, Mahin, Ugbo, Ugbonla, Kiribo.
- IX. Operational Support Items and Services.
- a) Supply of water treatment chemicals.
 - b) Expansion of the Maintenance Unit.
3. PROVISION OF WATER IN THE RIVERINE AREAS
- a) Open up consultation/laising with NDDC.
 - b) Carry out a status report on OSOPADEC Water supply programme.
 - c) Conduct base-line studies of all the boreholes provided by NDDC.
4. RURAL WATER SUPPLY
- a) Evaluation, Rehabilitation and Redevelopment of Boreholes in all Local Government Areas.
 - b) Sensitisation and collaboration with LGAs on maintenance of Water infrastructure.
 - c) Drilling of Boreholes where there is no water scheme coverage e.g Akoko North West, Akoko South East etc.
 - d) Collaborate with Donor Agencies in rural water/sanitation provision.
5. CAPACITY BUILDING
- a) Embark on training and retraining of Engineers, Hydrologist, Technicians and other staff.

YEAR 2018

PROGRAMME

1. RESTRUCTURING
- a) Review of water Policy completed.
 - b) Ascent by the Governor completed.
 - c) Follow up on stakeholder meetings on water.
 - d) Restructuring completed.
2. URBAN WATER SUPPLY

I Owena Multipurpose Dam

- a) Contract review completed.
- b) Follow up on the contract of the transmission mains to coverage areas.
- c) Follow up on the French Development Agency continues.
- d) Laising with Benin Disco on power supply to the Dam continues.

II Awara Dam Water Supply Scheme.

- a) Contract review completed.
- b) Follow up on the Execution/ Rehabilitation of the projects.
 - Rehabilitation of 9 km access road.
 - Building of perimeter fencing and staff quarter.
 - Distribution networks to coverage areas (phase 1).
Ikare,Ugbe,Arigidi,Agbaluku,Akungba,Supare,Iwaro
 - Provision of Security /Community participation.
- c) Laise with Benin Disco on power supply to the Dam continues.

III Ose-Owo Water Supply Scheme

- a) Contract review completed.
- b) Follow up on the Execution/ Rehabilitation of the projects.
 - Full dredging of the Dam.
 - Repair of the Radial Gate
 - Construction of additional raw water line to support the existing 300 mm AC.
 - Change from 250 mm AC pipe line to 300 mm steel pipe.
 - Construction of new clear water well
 - Security/Community participation.
- c) Laising with Benin Disco on power supply to the Dam continues.

iv. Ifon-Oruju Water Supply Scheme

- a) Contract review completed.
- b) Project Execution/ Rehabilitation completed. .
 - Security provision and Community participation continue.

- c) Laising with Benin Disco on power supply to the Dam continues.
- v. Idoani Dam Water Supply Scheme
 - a) Contract review completed.
 - b) Project Execution/ Rehabilitation completed.
 - Provision of Security/Community participation continues.
 - c) Laising with Benin Disco on power supply to the Dam continues.
- vi. Oke-Igbo Water Supply Scheme
 - a) Contract review completed.
 - b) Follow up on the Execution/ Rehabilitation of the projects.
 - Reconstruction of Intake Structure.
 - Supply and installation of 500 KVA Generating set.
 - Supply and installation of High Lift Pump set.
 - Rehabilitation of Treatment Plant and
 - Construction of Distribution Networks.
 - Security and Community participation.
 - c) Laising with Benin Disco on power supply to the Dam continues.

Vii Idanre Golf Course Earth Dam

- a) Contract review completed.
- b) Follow up on the completion of the project.

Viii Rehabilitation, Redevelopment, Reticulation and Drilling of new Boreholes continue.

- a) Okitipupa, Ilutuntun, Ikoya, Igbotu, Ojuala, Atijere, Akotogbo, Igbobini, Igodanlisa, Ipoke, Ayeka, Itabunkunmi, Kiribo, Zion Bologwu, Igbekebo, Awoye, Ikorigho, Rewoye, Ilepete, Ilowo, Abe Alala, Igboke, Mahintedo.
- b) New boreholes- Okeluse, Ute, Ajagba, Akotogbo, Imoru, Arimogija, Ijagba, Igboegunrin, Mahin, Ugbo, Ugbonla, Kiribo.

ix. Operational Support Items Services

- a) Supply of treatment chemicals.

b) Expansion of Maintenance Unit.

3. PROVISION OF WATER IN THE RIVERINE AREAS

a) Consultation/laising with NDDC continues.

b) Status report on OSOPADEC Water supply programme completed.

c) Base-line studies of all the boreholes provided by NDDC completed.

d) Rehabilitation of selected water projects based on the evaluation above.

4. RURAL WATER SUPPLY

a) Evaluation, Rehabilitation and Redevelopment of Boreholes in all Local Government Areas continue.

b) Sensitisation and collaboration with LGAs on maintenance of Water Infrastructure continue.

c) Drilling of Boreholes where there is no water scheme coverage continues eg Akoko North West, Akoko South East etc.

d) Collaborate with Donor Agencies in rural water/sanitation provision continues.

e) CAPACITY BUILDING

b) Embark on training and retraining of Engineers, Hydrologist, Technicians and other staff continue.

YEAR 2019

1. RESTRUCTURING

a) Review of water Policy completed.

b) Ascent by the Governor completed.

c) Follow up on stakeholder meetings on water continues.

d) Restructuring completed.

2. URBAN WATER SUPPLY

I Owena Multipurpose Dam

a) Contract review completed.

b) Follow up on the contract of the transmission mains and the distribution networks to coverage areas continue.

c) Follow up on the French Development Agency continues.

- d) Laising with Benin Disco on power supply to the Dam continues.

Ii Awara Dam Water Supply Scheme.

- a) Contract review completed.
- b) Contracts at the headworks completed, distribution network to coverage areas (phase 1) completed.
- c) Distribution networks to coverage area (phase 2) Imo Arigidi, Erusu, Oka, Oba, Etioro, Ayegunle continue.
- d) Provision of Security /Community participation continues.
- e) Laising with Benin Disco on power supply to the Dam continues.

Iii Ose-Owo Water Supply Scheme

- a) Contract review completed.
- b) Contracts at the headworks completed.
- c) Follow up on distribution network to coverage areas..
 - Security/Community participation ongoing.
- d) Laising with Benin Disco on power supply to the Dam continues.

iv. Ifon-Oruju Water Supply Scheme

- a) All contracts completed.
- b) Security provision and Community participation continue.
- c) Laising with Benin Disco on power supply to the Dam continues.

v. Idoani Dam Water Supply Scheme

- a) All contract completed..
 - Provision of Security/Community participation continues.
- b) Laising with Benin Disco on power supply to the Dam continues.

vi. Oke-Igbo Water Supply Scheme

- a) Contract review completed.
 - All contracts completed.
 - Security and Community participation continue.
- b) Laising with Benin Disco on power supply to the Dam continues.

vii. Idanre Golf Course Earth Dam

- a) Contract review completed.
- b) Follow up on the completion of the project.

viii. Rehabilitation, Redevelopment, Reticulation and Drilling of new Boreholes completed.

- a) Okitipupa, Ilutuntun, Ikoya, Igbotu, Ojuala, Atijere, Akotogbo, Igbobini, Igodanlisa, Ipoke, Ayeka, Itebunkunmi, Kiribo, Zion Bologwu, Igbekebo, Awoye, Ikorigho, Rewoye, Ilepete, Ilowo, Abe Alala, Igbokoda, Mahintedo.
- b) New boreholes- Okeluse, Ute, Ajagba, Akotogbo, Imoru, Arimogija, Ijagba, Igboegunrin, Mahin, Ugbo, Ugbonla, Kiribo.
- c) Choose other locations.

ix. Operational Support Items Services

- a) Supply of treatment chemicals.
- b) Expansion of Maintenance Unit.

ix. Uso – Ogbese Water Supply Scheme

- a) Rehabilitation of the conventional treatment plant.
- b) Replacement of both the intake pump and High Lift pump.
- c) Construction of distribution network.

x. Agbure Spring Water Supply Scheme

- a) Reconstruction of the undermined weir and rehabilitation of the scheme.

xi. Okumo/Igodanlisa Water Supply Scheme

- a) Rehabilitation of the scheme and construction of distribution network.
- b) Supply and installation of industrial pump set.
- c) Servicing/ repair of the generating set.
- d) Design and construction of a separate water scheme for the university.

xii. Atan Spring Water Supply Scheme

- a) Rehabilitation of the scheme and construction of the undermined weir.

xiii. Ajagba Borehole Water Supply Scheme

- a) Constructions of distribution networks.

xiv. Akotogbo Borehole Water Supply Scheme

- a) Construction of new industrial borehole, stanchion and reservoir.

3. PROVISION OF WATER IN THE RIVERINE AREAS

- a) Consultation with NDDC and OSOPADEC continues.
- b) Rehabilitation of selected water projects based on consultation and evaluation.

4. RURAL WATER SUPPLY

- a) Evaluation, Rehabilitation and Redevelopment of Boreholes in all Local Government Areas continue.
- b) Sensitisation and collaboration with LGAs on maintenance of Water Infrastructure continue.
- c) Drilling of Boreholes where there is no water scheme coverage continues.
- d) Collaborate with Donor Agencies in rural water/sanitation provision continues.

5. CAPACITY BUILDING

- vii. Embark on training and retraining of Engineers, Hydrologist, Technicians and other staff continue.

YEAR 2020

1. RESTRUCTURING

- e) Review of water Policy completed.
- f) Ascent by the Governor completed.
- g) Follow up on stakeholder meetings on water continues.
- h) Restructuring completed.

2. URBAN WATER SUPPLY

I Owena Multipurpose Dam

- a) Follow up on the contract of the transmission mains and the distribution networks to coverage areas continue.
- b) Test running of the scheme continues
- c) Follow up on the French Development Agency continues.

- d) Laising with Benin Disco on power supply to the Dam continues.
- ii. Awara Dam Water Supply Scheme.
 - a) Follow up on the distribution network to coverage areas (phase 1 and 2).
 - b) Provision of Security /Community participation continue.
 - c) Laising with Benin Disco on power supply to the Dam continues.
- iii. Ose-Owo Water Supply Scheme
 - a) Follow up on distribution network to coverage areas.
 - Security/Community participation ongoing.
 - b) Laising with Benin Disco on power supply to the Dam continues.
- iv. Ifon-Oruju Water Supply Scheme
 - a) Follow up on the distribution network to coverage areas.
 - b) Security provision and Community participation continue.
 - c) Laising with Benin Disco on power supply to the Dam continues.
- v. Idoani Dam Water Supply Scheme
 - a) Follow up on the distribution network to coverage areas.
 - b) Provision of Security/Community participation continue.
 - c) Laising with Benin Disco on power supply to the Dam continues.
- vi. Oke-Igbo Water Supply Scheme
 - a) Follow up on the distribution network to coverage areas.
 - b) Security and Community participation continue.
 - c) Laising with Benin Disco on power supply to the Dam continues.
- vii. Idanre Golf Course Earth Dam
 - c) Contract review completed.
 - d) Follow up on the completion of the project.
- viii. Rehabilitation, Redevelopment, Reticulation and Drilling of new Boreholes.
 - a) Follow up on other locations.
- ix. Uso – Ogbese Water Supply Scheme
 - a) Follow up on the contract execution and completion.

- b) Rehabilitation of the conventional treatment plant.
 - c) Replacement of both the intake pump and High Lift pump.
 - d) Construction of distribution network.
- x. Agbure Spring Water Supply Scheme
- a) follow up on the completion of the scheme.
 - b) Reconstruction of the undermined weir and rehabilitation of the scheme.
- xi. Okumo/Igodanlisa Water Supply Scheme
- a) Follow up on the completion of the scheme.
 - b) Rehabilitation of the scheme and construction of distribution network.
 - c) Supply and installation of industrial pump set.
 - d) Servicing/ repair of the generating set.
 - e) Design and construction of a separate water scheme for the university.
- xii. Atan Spring Water Supply Scheme
- a) Follow up on the completion of the scheme.
 - b) Rehabilitation of the scheme and construction of the undermined weir.
- xiii. Ajagba Borehole Water Supply Scheme
- a) Follow up on the completion of the scheme.
 - b) Constructions of distribution networks.
- xiv. Akotogbo Borehole Water Supply Scheme
- a) Follow up on the completion of the scheme.
 - b) Construction of new industrial borehole, stanchion and reservoir.
- xv. Operational Support Items and Services
- a) Follow up on the completion of the scheme.
 - b) Supply of water treatment chemicals continues.
 - c) Consolidation of the Maintenance Unit.

3. PROVISION OF WATER IN THE RIVERINE AREAS

- a) Consultation with NDDC and OSOPADEC continues.
 - b) Rehabilitation of selected water projects based on consultation and evaluation.
4. RURAL WATER SUPPLY
- a) Follow up on water provision/ sanitation in the Rural Area.
 - b) Sensitisation and collaboration with LGAs on maintenance of Water infrastructure continue.
 - c) Collaborate with Donor Agencies in rural water/sanitation provision continues.
5. CAPACITY BUILDING
- 6. Embark on training and retraining of Engineers, Hydrologist, Technicians and other staff continue.

1.12.1 Principle for Project Selection

The main principle for project selection for short and medium term was based on Time, Cost and Impact principle:

- The level of breakdowns, low access and present condition of water and sanitation facilities.
- Quick Win Approach to fast track rehabilitation of existing non-functional boreholes to increase access to sustainable water supply and sanitation facilities between 2017 and 2018.
- To reduce by half the proportion of population having low access to potable water and improved sanitation.
- To reduce number of schools and public places without water supply and sanitation facilities.
- Ensuring long term sustainability of water supply and sanitation system

1.13 Sources of Programme and Project Funding

The recommended sources of Programme and project funding include:

- State Annual Budget Provision
- Counterpart funding

- Aids and grants
- LGAs and communities counterfund
- Tariffs, water sales and water treatment services.

1.14 Governance Analysis

1.14.1 Role of Government in Provision and Maintenance of Utilities

The Government shall continue to formulate and enforce legislation for the sustenance of infrastructures and public utilities, its funding and its implementation. The Government shall also domesticate in the State the National Water Supply and Sanitation Law.

1.14.2 Size and Structure of the Sector

There is need for the establishment of three Water Agencies namely:

- Urban Water Supply Agency;
- Small Town Water Supply Agency
- Rural Water Supply Agency.

The only Agency yet to be established is the Small Town Water Supply Agency. Urban Water shall be handled by Ondo State Water Corporation while Rural Water Supply be handled by the Rural Water Supply Agency (RUWASAN). It is imperative to do this because the trend is that urban water is seen to be an economic good with a view to ensuring the recovery of operation and maintenance cost while the small town and rural water is seen as a social service. This proposed reform is to enable the State benefit from the various basket of funds from International donor agencies

Water supply in the urban areas will now be performance based, whereby State Government sets target for the agency and also approve policies and finances for both rural and small town agencies. A State Ministry of Water Resources may be considered to be created as stipulated in the Water Policy.

1.14.3 Professionalism

For the objectives, goals and outcomes of the sector to be fully realized and optimized, there is a need for professionalism i.e. ensuring efficient, effective and adequate manpower infrastructure.

This involves:

- Adequate training of various cadre of staff
- There is noticeable manpower gap in the technical department of the water sector, of which many of them are temporary staff, by this, effort should be made to evaluate their capability and relevance for proper deployment.
- Recruitment of community-based security staff.

1.14.4 Monitoring/Result Based Framework

To achieve this there is need to:

- Maintain a Statewide monitoring mechanism for water at the areas of coverage
- Institutionalize monitoring at State and Local tiers of Government by establishing a Monitoring and Evaluation department or unit in the proposed Ministry of Water Resources, Urban Water Supply Agency and Rural Water Supply and Sanitation Agency
- Promote Community participation in monitoring and evaluation
- Maintain a Statewide water supply and sanitation database.
- Ensure water quality surveillance
- Promote proper planning and policy adjustment.

1.15 Recommendation

The Government should:

- Review the new water policy and water law to meet the policy thrust of the Government
- Carry out the rehabilitation of existing water supply schemes
- Carry out the investigation, design and construction of new water schemes for areas where there are no schemes throughout the State.

- Critically examine the existing Contract for the transmission of potable water from the Owena Multipurpose Dam with a view to fast-track a way forward for the project.
- Set up a high powered conflict resolution team to look into the management of the Egbe dam water supply scheme between Ondo and Ekiti State; since the dam was designed to supply potable water to over 44 towns and villages in the Northern Senatorial District of Ondo State.
- Carry out systematic evaluation and rehabilitation of all existing boreholes in the basement and sedimentary area of the State.
- Construct new Kamomi/Industrial boreholes towards rapid approach to water supply in the basement complex and sedimentary complex areas of Ondo State.
- Release the counterpart funding for the completion of the remaining 50 boreholes on the JICA Intervention project.
- Maintain constant cordial relationship and dialogue with relevant bodies e.g. Donor and Federal Government Agencies.
- Encourage the participation of the private sector in the provision of potable water.
- Enhance professionalism through manpower development i.e. training and re-training.
- Create conducive working environment, good office accommodation and logistic supports.
- Enhance the reactivation of the central workshop in the Headquarters of the Corporation and carry out specialized training for professionals for purposes of standardization and maintenance of equipment.
- Ensure sustainability by providing adequate funds for infrastructure and public utility facilities to include funds for conception, implementation and exploitation.

SECTION 2 POWER SUPPLY IN ONDO STATE:

A BRIEF ON PRESENT STATUS, ATTENDANT OPERATIONAL PROBLEMS AND PROPOSED MITIGATING SOLUTIONS TO ENHANCE FAST-TRACKED SOCIO-ECONOMIC DEVELOPMENT.

2.1 OVERVIEW OF THE SUB-SECTOR

The power sector being in the exclusive list of the 1999 constitution was run solely by the Federal Government through its agency in the years past until 2005 when the sector was reformed and the Electric Power Sector Reform (EPSR) Act 2005 was enacted into Law.

The Act unbundled the then NEPA/PHCN into 7 Generating Companies, 11 Distribution Companies and one transmission company.

Ondo State happens to fall under the Benin Electricity Distribution company Plc (BEDC) jurisdiction with its head office in Benin. The State has part of the Electricity infrastructure covered by TCN while BEDC covers Distribution infrastructure.

Ondo State Electricity Board is the only recognized agency of the state government saddled with the responsibility of complementing the services of BEDC in distribution infrastructure in the State. The Board was established by Edict No. 12 of February, 1987, to provide reliable power supply to every part of the state.

Niger Delta Development Commission (NDDC) and Ondo State Oil Producing Area Development Commission (OSOPADEC) as intervention agencies, also provides infrastructure projects including power generation, transmission and distribution to the riverine area on behalf of the State Government.

In tandem with good governance, the industrialization and socio-economic development of Ondo State which ultimately will impact positively on its citizen is premised on a foundation of adequate, adequate, sustainable, reliable and quality power supply to all and sundry.

This presentation gives the historical background, the power supply present configuration and its attendant technical and operational challenges.

The Sub-Committee concludes by proffering short, medium and long term solutions to these identified challenges.

2.2 CHALLENGES IN THE POWER SECTOR IN ONDO STATE.

2.2.1.1 Governance:

- Lack of political will
- Government interference in location of projects
- Lack of synergy among government agencies

2.2.2 Management:

- Mass disconnection of consumers by distribution companies
- Institutional failure
- Lack of training and re-training of existing technical personnel

2.2.3 Planning:

- Non-implementation of institutional work plan for achieving stable power supply in the State.
- Non-existence of off-grid system to cater for rural areas

2.2.4 Maintenance:

- Lack of maintenance culture
- Aging infrastructures
- Vandalism of electricity infrastructures
- Substandard electrical materials

2.2.5 Funding:

- Lack of adequate budgetary provision
- Lack of enabling environment to promote investment in power sector to improve power supply.

2.3 ROLE OF VARIOUS STAKE HOLDERS IN THE POWER SECTOR

2.3.1 Generation Companies of Nigeria (GENCOS)

Saddled with the generation of power supply in the country. In Ondo State, we have Omotosho Power Plant.

2.3.2 Transmission Companies of Nigeria (TCN)

They are also responsible for the transmission of power at 330kV and 132kV voltage levels.

2.3.3 Nigeria Electricity Regulation Commission (NERC)

Empowered to regulate power supply in the country by the EPSR Act 2005.

2.3.4 Federal Ministry of Power

Implementation of Government policies.

2.3.5 Benin Electricity Distribution Company (BEDC)

Maintain and operate power infrastructure in the State.

2.3.6 Electricity Management and Services Limited

Oversee safety activities and adherence to standards as stipulated in the Grid code.

2.3.7 Ondo State Electricity Board

Empowered to carry out and extend power supply infrastructure to nooks and crannies of the State on behalf of the State Government.

2.3.8 Ondo State Oil Producing Area Development Commission (OSOPADEC):

An intervention agency that provides infrastructure and public utilities in the oil producing areas.

2.3.9 Niger Delta Development Commission (NDDC):

An intervention agency that provides infrastructure and public utilities in the oil producing areas.

2.4 INVENTORY OF EXISTING POWER INFRASTRUCTURE IN ONDO STATE

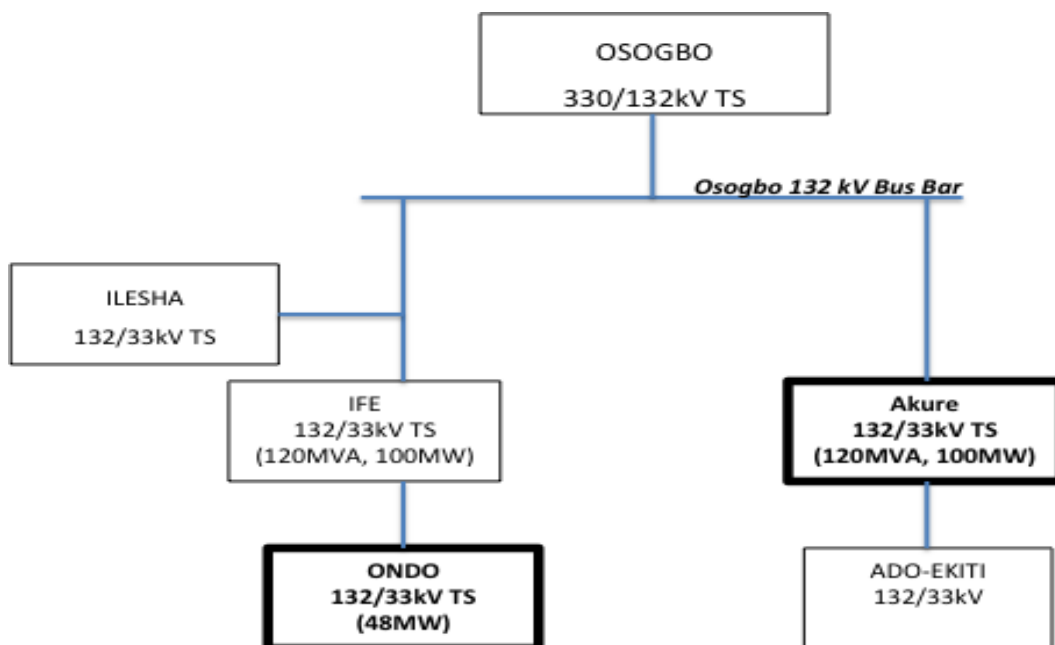
2.4.1 Generation

The Ondo State On-going 2 x 15MVA, 11/33kV power plant at Ore to feed the Industrial Park.

2.4.2 Transmission:

Ondo State is presently supplied power on the national grid from two 132kV independent transmission lines, though both emanate from Osogbo, Osun State viz:

- Osogbo – Akure and
- Osogbo-Ife-Ondo 132kV transmission lines



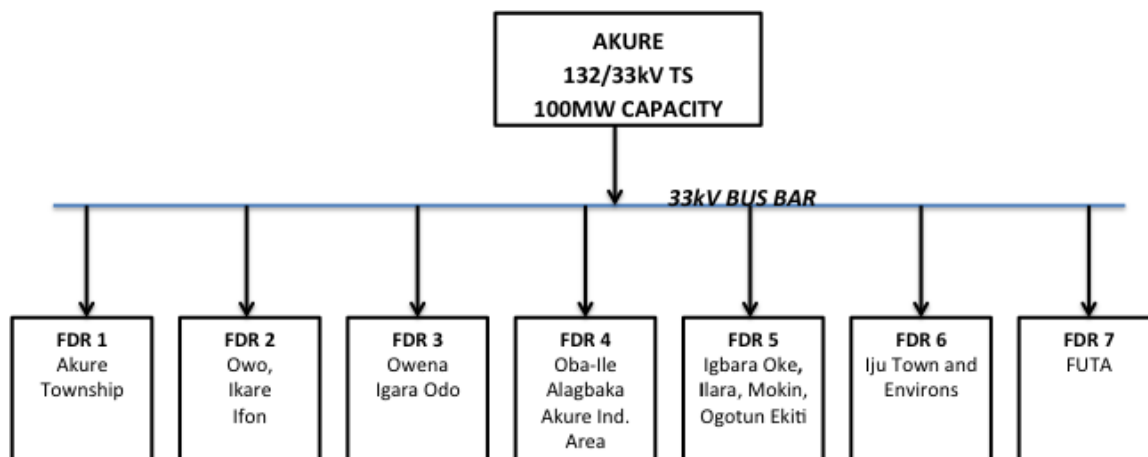
132kV Network Transmission Lines Feeding Ondo State

2.4.2.1 Osogbo – Akure 132kV Transmission Line

- Commissioned into service about 50 years ago and it supplies power to the 132/33kV transmission station located at Oba Adesida Road by the State Police Headquarters, Akure.

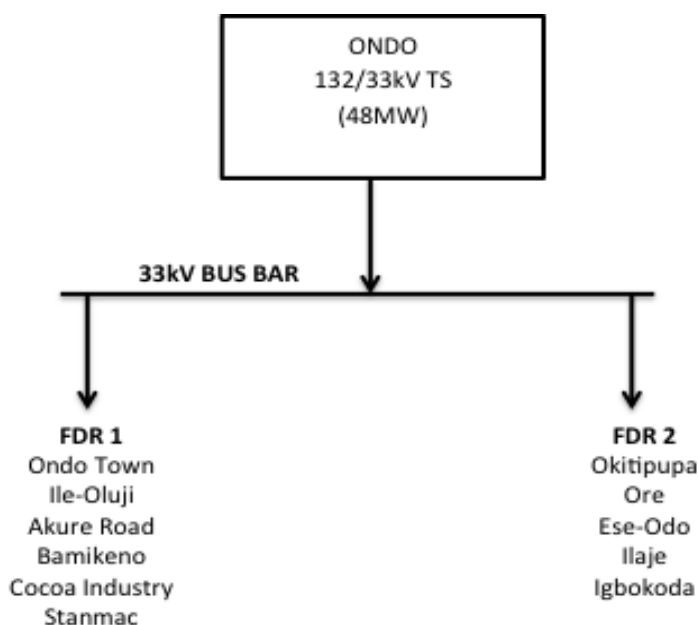
- The cumulative transformer capacity of this station is 120MVA (*about 100MW*), made up of 2No. 30 MVA and 1No. 60 MVA transformers. *This station feeds about 50% of Ondo State.*
- Additionally, from this station a 132kV transmission line feeds about 80-85% of Ekiti State.
- The 7No. 33kV distribution feeders from this Akure 132/33kV transmission station have the following nomenclatures and they supply power to the areas referenced:
 - **Akure Feeder:** supplies power to Akure Township and environs.
 - **Owo Feeder:** supplies power to Owo and environs, Ikare, Ifon and environs to Edo State-Ondo State border.
 - **Owena Feeder:** supplies power to Owena, Igbara-Odo and environs up to Ogotun-Ekiti and Ikeji-Ile.
 - **Oba Ile Feeder:** supplies Oba Ile, Alagbaka and Akure industrial area environs.
 - **Igbara -Oke Feeder:** supplies Igbara -Oke, Ilara Mokin, Igbara-Odo up to Igotun Ekiti
 - **Iju Feeder:** supplies towns along Akure-Ado Ekiti road up to Iju town and environs.
 - **FUTA Feeder:** supplies dedicated power to Federal Univ. of Tech.

2.4.2.2 Akure 132/33kV Transmission Station Outgoing 33kV Distribution Lines



2.4.2.3 Osogbo – Ife – Ondo 132kV Transmission Line and Feeders

- Supply power to the 132/33kV transmission station located along Ore Rd. by Fawehinmi Furniture Factory (FFF) Area, Ondo.
- The cumulative transformer capacity of this station is 60MVA (*about 48MW*), made up of (2) two numbers of 30MVA transformers. *This station feeds about 40% of Ondo State, the remaining 10% being Akoko area fed from Edo and Kogi States.*
- The (2) two numbers of 33Kv distribution feeders from this station have the following nomenclatures and they supply power to the areas referenced:
 - (a) **Ondo Feeder:** supplies power to Ondo Oluji, Bamikemo, Lipanu and Akure road up Stanmac Cocoa Industry and defunct Lipakala Farms.
 - (b) **Okitipupa Feeder:** supplies all towns up to Ore, towns along the Lagos-Benin expressway divide towards Lagos and Benin, Okitipupa, Igbokoda, Ese-Odo, Ilaje and environs.



Presently, only one of the two 30MVA transformers in this station is available, the other is defective, consequently, there is no redundancy hence in a case of fault or need for maintenance on this transformer, in sympathy, all the areas listed are in complete blackout.

The entire peripheral areas of Ondo State encompassing Akoko/Ikare, Ifon, Ilaje, Okitipupa, Igbokoda, Ile-Oluji/Bamikemo generally suffer from prolonged blackouts.

2.5 Distribution

There is need to take distribution inventory of electricity infrastructure in the State. As a result of mass disconnection of communities across the state by Benin Electricity Distribution Company (BEDC) for non-payment of pre-and post-privatization bills, most of the existing power supply distribution infrastructures have been vandalized by hoodlums, particularly in the northern and southern senatorial districts of the state. This calls for taking of actual inventory in order to establish the true situation with power supply infrastructures in the State.

2.5.1 Northern Zone

The distribution infrastructure in the entire north zone is serviced by Owo district of BEDC and grossing overloaded and inadequate for the load in the area. It is a known fact that the transmission load allocation is inadequate.

There are (6) six numbers of injection substations listed below are fed by the Owo 33kV feeder Ex-Akure 132/33kV T.S

- Owo 1 x 7.5 MVA 33/11kV injection substation.
- Owo (Isuada) 1 x 2.5MVA 33/11kV injection substation.
- Ifon 1 x 2.5MVA 33/11kV injection substation (on-going).

All the other towns and villages within the axis are also fed on the Owo 33kV feeder ex Akure T.S.

The Akoko end of the zone is fed from the 33kV feeder from Okene T.S.

This 33kV lines feeds following injection substations, towns and villages in the area.

- Ikare (Ugbe road) 1 x 2.5MVA 33/11kV injection substation.
- Ikare (Igbede) 1 x 2.5MVA 33/11kV injection substation.
- Oka 1x 2.5MVA 33/11kV injection substation.

This area has been disconnected from the 33kV feeder Ex Okene for quite some time. Hence the entire area has been thrown into darkness by BEDC.

Most of the towns and villages in this zone are fed on 33/0.415kV type distribution transformers. The implication is that faults on the secondary 0.415kV network, which are often quite regular, reflects to put the entire 33kV supply line (including other healthy 33/0.415kV transformers on this line) out of service.

In order to reduce this high level of wide spread unnecessary outages, these networks have to be reconfigured to have 33/11kV and 11/0.415kV type transformers.

2.5.2 CENTRAL ZONE

This zone is service by two distribution districts viz Akure and Igbara -Oke.

Akure District

There are (6) six numbers of injection substation within Akure Districts, this include:

- Akure Main: 2 x 15MVA 33/11kV Injection Substation.
- RAC Akure: 2 x 15MVA 33/11kV Injection Substation.
- Oke Aro Akure: 1 x 7.5MVA 33/11kV Injection Substation (on-going).
- School of Nursing: 1 x 7.5MVA 33/11kV Injection Substation.
- Army Barracks: 1 x 2.5MVA 33/11kV Injection Substation.
- Gbekemi Idanre: 1 x 7.5MVA 33/11kV Injection Substation.

Igbara Oke District

All the towns and villages within the district are fed on the 33kV network from feeder 5 Ex Akure T.S.

2.5.3 SOUTHERN ZONE

The southern zone is made up of the following towns and villages

- | | | |
|-------------|------------|-------------|
| – Irele | Okiti pupa | Igbotako |
| – Ore | Ode Aye | Oke Igbo |
| – Odigbo | Ode Irele | Bolorunduro |
| – Ile Oluji | Igbokoda | Ilutitun |

The distribution infrastructure; in the southern part is fed from the Ondo

132/33kV TS viz feeder I and feeder II

Feeder I feeds the under listed Injection Substations:

- Yaba 2 x 15MVA 33/11kV Injection Substation.
- Oka Ondo 1x 7.5MVA 33/11kV Injection Substation.
- Ile Oluji 1 x 2.5MVA 33/11kV Injection Substation.

While feeder II feeds:

- Okitipupa 1 x 7.5MVA 33/11kV Injection Substation
- Ore Road 1 x 7.5MVA 33/11kV Injection Substation
- Irele 1 x 2.5MVA 33/11kV Injection Substation
- Irele 2 x 7.5MVA 33/11kV Injection Substation (on-going)

There are some ongoing injection substation projects in Irele and Okitipupa towns being handled by NDDC.

At this juncture, we note that the entire oil producing area of Ondo State and its industrial hub have been without electricity for the past 5 years. The area was disconnected by BEDC over inexplicable circumstances. This illegal and intimidating act of impunity is to say the least unacceptable.

2.6 GAP ANALYSIS IN THE POWER SECTOR OF ONDO STATE

The present power supply status in Ondo State at the generation, transmission and distribution levels is summarized below as “where we are”.

2.6.1 Generation

The Ondo State power plant in Ore town is still on-going. The new ODSG needs a detailed appraisal of the status.

2.6.2 Transmission/TCN

The Akure 2x150MVA, 330/132kV, Oke-Agbe 2x60 MVA 132/33kV, Ifo/Ose 2x60 MVA 132/33kV transmission station works are on-going, though with funding constraints.

One of the two no. 30MVA 132/33kV transformers at Ondo TS has been defective for a long time leaving only one in service to feed about 40% of Ondo State.

2.6.3 Transmission/NDDC

The 132kV transmission line works from Omotoso to Okitipupa is progressing. Not much has been achieved in the construction of the 2x30 MVA transformer substation at Okitipupa.

2.7 Distribution

- Some parts of the Northern and the entire Southern zones of the state have been put in complete blackout by BEDC for inexplicable reasons. The attendant implication is that massive vandalism of the infrastructure has taken place.
- Several distribution transformers across the state are either unavailable, defective or over loaded.
- Several of the distribution infrastructure in Ondo State are in a state of disrepair with poor line trace.
- Some major 33/11kV injection substations do not have redundancy, the N-1 criteria is not satisfied and generally the only available transformer is over loaded.
- Some of the distribution networks are of the 33/0.415Kv transformers. Collateral and unnecessary outages are unduly suffered by other healthy 0.415kV lines in the event of fault on one the lines affecting the main transformer.
- In going forward, the ultimate is the need for a closed looped non-radial network in the transmission and distribution networks that will be backed up with enough generation of power and transformer capacity,

. It is therefore imperative the ODSG ensure that

- The on-going works at the Ore town power plant is adequately funded and prioritized.

- FGN/TCN Appropriation is available for their on-going projects so that progress is not stalled.
- The relevant 132kV transmission lines as outputs from the Akure 330/32kV TS are awarded for immediate construction. These lines are from New Akure TS to new Ose/Ifon, new Oke-Agbe and existing Akure 132/33kv TCN transmission stations.
- additionally, a new 132kV line from Omotoso power plant to existing Ondo 132/33kV TS is required to enhance power supply availability and sustainability to this station.
- **As a matter of urgency BEDC must restore power to local government areas presently in blackout** and ensure that
 1. Consumers are properly metered.
 2. Non-discrimination in service to consumers on the basis of economic viability.
 3. Good distribution line trace is maintained complimented with timely attendance to reported faults.
 4. Use of standard wooden and adequately reinforced concrete poles, fiber type cross-arms and spacers
 5. Well mapped out transformer maintenance program with installed where necessary power factor improvement capacitor to enhance quality of supply to consumers.
 6. Re-conductoring of aged and de-rated distribution lines with higher current carrying conductors.

Ensure and adhere to a phased program of converting all 33/0.415kV networks to 33/11kV and 11/0.415kV networks.

2.8 Generation:

- Non-availability of Gas to run the generation plants

2.9 Transmission:

Major problems associated with present power supply configuration.

2.9.1 Osogbo-Akure 132kV Transmission Line and Associated Akure TS 33kV Feeders.

- The 132kV transmission line from Osogbo – Akure is a single circuit (SC, no redundancy), about 91km length and was constructed about 50 years ago with 100 mm² “Hyena” type conductor which over years has aged and has been degraded to now carry power far less than original designed capacity of 55MW. Secondly, this line is prone to multiple failures too often as a result of its aged conductor and old line accessories. Fault clearing times are further prolonged because of the forest route encumbrances.
- When this line goes out of service due to fault or scheduled maintenance, the entire Ondo state consumers as detailed above for 33kV Feeders emanating from Akure TS are in blackout including a large part (80%) of Ekiti State.
- Also, the present load capacity of this old line grossly limits the quantum of power deliverable to Akure and Ado-Ekiti 132/33kV substations.
- The Igbara-Oke, Owena and Owo 33kV feeder distribution lines emanating from Akure substation are too long in lengths of service coverage areas. The line conductors and accessories are generally old and their routes usually plagued with poor line maintenance.

2.9.2 Osogbo – Ife – Ondo 132kV Transmission Line and Associated Ondo TS 33kV Feeders

- The Osogbo-Ife-Ondo 132kV Transmission Line was commissioned into service in 1984 with Ilesha and Ife 132/33kV transmission stations as upstream component loads on this line.
- It is a single circuit (SC, no redundancy) line. The Ife - Ondo segment of the line goes through thick forests vegetation which does not enhance quick fault identification and clearing time.
- When this line goes out of service due to fault or scheduled maintenance, the entire Ondo state consumers as detailed for 33kV Feeders emanating from Ondo TS above are in complete blackout.

- The Okitipupa 33kV feeder distribution line emanating from Ondo substation is also too long in length of service coverage areas (up to Ilaje, Igbokoda and both segments of the expressway to Lagos and Benin at Ore town). Their conductors and accessories are generally old and their routes are plagued with poor line trace.
- The 33kV distribution feeder to Ile Oluji, Bamikemo and environs are in a bad shape of disrepair. A Farm Settlement is located here.
- The only 2.5 MVA transformer capacity at Ile Oluji is grossly inadequate, no redundancy for even partial service continuity when it is out on fault or maintenance. A factor which will negatively impact on the growth of the just approved Fed. Polytechnic and a flash point for major student unrests when in session.

2.10 Distribution

- The length and the service coverage areas of the 33kV line from Akure to Owo and Igbara Oke is too long and large with aged conductors and accessories.
- The length and the service coverage areas of the 33kV line from Ondo to Okitipupa and environ is too long and large with aged conductors and accessories.
- The 33kV line from Ondo to Bankemo is in bad shape of disrepair.
- The 2.5MVA transformer capacity at Ile-oluji is grossly inadequate, no redundancy for even partial service continuity when it is out on fault or maintenance.
- The whole of southern and northern senatorial district of the state are in total blackout for upward of three years.
- Low voltage all year round as a result long length, inadequate size and age of poorly maintained 33kV line.
- Overloading of available 33/.415kV and 11/.415kV transformers.

2.10.1 Northern Zone

9 Nos in Owo Town
5 Nos in Ifon Town
4 Nos in IKare Town
2 Nos in oke oka Town

2.10.2 Central Zone

29 Nos of 11/.415kV Transformer are overloaded in Akure town
6 Nos of 11/.415kV transformers are overloaded in Idanre town
9 Nos Distribution T/Fs are overloaded

2.10.3 Southern Zone

Okitipupa - 3 Nos
Ore - 3 Nos

- Failed Distribution Transformers

2.10.4 Northern Zone

Owo Okedogbon	500 11/.415kV
Ifon Sobe road	300 11/.415kV
Ogbese	500 33/.415kV

2.10.5 Central Zone

Idanre 300KVA 11.415 T/F
Owode Oba 200KVA 33/.415kV T/F
Oke Aro 500KVA

Ipogun 300KVA 33/.415kV T/F

Igbara Odo road 300KVA 33/.415kV T/F. 11/.415kV T/F (On Plinth)

Akure 1 x 15 MVA,33/11kV

2.10.6 Southern Zone

Oka Road 500KVA 11/.415kV T/F

Igbokoda 300KVA 33/.415KV T/F

Ilaje Ese Odo 300KVA 33/.415kV T/F

Bolorunduro 300KVA 33/.415kV T/F

Soko 300KVA 33/.415kV T/F

Kotajo 300KVA 33/.415kV T/F

- Inadequate injection substations to complement the existing ones across the State.
- Inadequate and non-functional street lighting for purposes of security in the state mostly light up Akure initiative.
- **Due to the disconnection of the part of the Northern and the entire southern zones of Ondo State by BEDC under inexplicable circumstances, a lot of the power distribution infrastructure have been greatly vandalized. An inventory of the present status of the network will need to be carried out to ascertain the extent of vandalism.**
- There are some on-going injection sub-station projects that would require urgent completion to enhance power delivery in Ondo State. These projects are located at
 1. At Irele 2 x 7.5MVA by NDDC
 2. At Akure, 1 x 7.5 MVA by NDPHC
 3. At Ifon, 2 x 7.5 MVA by BEDC
 4. At Ipele 2 x 7.5MVA by NDPHC

2.11 BEST PRACTICES IN THE SUBSECTOR

The best practices around the globe include

- Power monitoring group.
- Maintenance of the capital statutory transmission corridor. (right of ways)
- Attracting outside capital to meet rapidly growing electricity needs without imposing large strains on the state finance (IPP)
- Integrated energy sources (small hydro, solar, wind, Biomass)
- Improved maintenance culture.
- Street light maintenance and easy transportation
- A State Power Project Monitoring Team (SPPMT) should be set up and saddled with the responsibility of providing a progress feedback, intimate it of problems and liaise with the Transmission Company of Nigeria (TCN).
- Liaising with the FGN / REA and BEDC should be encouraged to proactively embark on phased upgrades and construction of new 33/11Kv injection stations all over the State in tandem with the expected availability of more power generation in the grid. This will reduce the outages and increase reliability of power supply.

2.12 PROPOSED POLICY STATEMENT, OBJECTIVES, GOALS AND OUTCOMES/ KEY PERFORMANCE INDICATORS

2.12.1 Policy Statement

The policy statement of this administration is to improve the activities of the State Agencies and other stakeholders in the electricity industry with respect to the availability of power to all and sundry.

2.12.2 Objectives, Goals and Outcomes/Key Performance Indicators

2.12.2.1 Objective

To achieve quality and quantitative electricity supply and distribution in the State to enhance her economic and industrial growth.

2.12.2.2 Goals

- Regulatory Framework: Electricity supply and Distribution Policy in the EPSR act, should be embraced.
- Reactivation and re-construction of the fatigued 33kV/11kV Transmission lines across the State.
- Rehabilitation of vandalized distribution transformer substations across the State.
- Undertake comprehensive upgrading, strengthening and reinforcement of existing infrastructures in both urban centres and rural areas.
- Immediate reconnection of Communities and Towns disconnected by BEDC from the national grid.
- Provision of additional Power transformers at designated sub-transmission /injection substations in the State.
- Provision of power generation sources in the areas where there is no access to the national grid, particularly in the riverine areas of the State.
- Investment in the renewable energy sources such as Solar, Wind, small Hydro, Bio-mass etc.
- Human Capital Developments: Training and retraining of engineering personnel's.
- Procurement and Installation of 10MW Power Station at Alagbaka Estate to meet the power requirements of Government House, Governor's Office, Secretariat Complex, Ala Estate and Street Lighting in the State Capital.
- Reconstruction of Adekunle Ajasin Road Street Light network and Construction of new Street Light network between Shoprite and House of Assembly.

- Completion of the on-going construction works on the 330/132kV Transmission Substation along Owo/Benin Expressway, Akure.
- Collaboration with Federal Government to evacuate additional power from the 500MW Power Plant at Omotosho.
- Completion of the 30MW Power Station at Ore to serve Omotosho Industrial Park.
- Benin Electricity Distribution Company (BEDC) should be mandated to connect all the completed electricity projects to the grid without further delay.
- Energy Meters should be provided by BEDC in order to address the issue of estimated bills which in some cases get accumulated to the point that it becomes difficult if not impossible for Consumers to pay because of inadequate of power supply.

2.12.3 Outcomes and Key Performance Indicators.

S/N	KEY PERFORMANCE INDICATOR	OUTCOMES
1	Power policy	To domesticate power sector reform act.
2	Reactivation of existing 33/11kV lines	Improve power supply
3	Provision of relief injection and distribution sub-stations	To address overloaded and overstretched sub-stations.
4	Alternative power supply	To improve power generation
5	Collaboration with donor and intervention agencies in alternate power generation	Improved and increased availability of power supply
6	Upgrading, strengthening and reinforcement of existing infrastructure	Efficient service delivery.
7	Availability of Human Resources manual	Increased in personnel motivation and capacity of personnel.

2.13 GENERAL STATUS OF POWER SUPPLY

- The entire peripheral areas of Ondo State encompassing Owo, Akoko/Ikare, Ifon, Ilaje, Okitipupa, Igbokoda, Ile-Oluji/Bamikemo generally suffer from prolonged blackouts and outages.

- **This is due to low load allocation from the national grid, limitation of the current carrying capacity of the aged Osogbo-Akure 132kV line and inadequate transformer capacity at Ondo TS.**
- **Even when it is available it is still subject to low voltages as a result of the rather long 33kV feeders and inadequate transformer capacities at the injection substation. A lot of the Distribution transformers are overloaded and poorly maintained.**

2.14 MITIGATING SOLUTIONS

The mitigating solutions proposed are classified into short, medium and long terms.

- A greater part of these enunciated solutions do not essentially entail Ondo State Government. financial commitments. Rather, its role is a monitoring one to relay status of various on-going Transmission Company of Nigeria (TCN) projects to the Federal Government and ensure adequate funding release.
- On the distribution side, its role entails ensuring BEDC meets up to its corporate responsibility of service delivery and infrastructural upgrades/development of the network. However, electricity infrastructure to some towns and villages may be executed by the state Government to deliver dividend of democracy.
- Additionally, on the Distribution side, the State Govt. will need to continuously engage with the FGN funded Rural Electrification Agency (REA) with a view to reconciling/aligning the Ondo State identified power projects with FGN yearly REA appropriated projects.
- The State Govt. should ensure that no community in the State feels marginalized in terms of power supply.

The State Government must partner with donor companies like NDDC, REA, OSOPADEC, ADB, WORLD BANK e.t.c. on electrification of the state.

2.1.1 Short Term Solutions

- The existing 132kV transmission lines from Osogbo to Akure and Ondo must be kept free always of encumbrances and maintained regularly. This is more imperative for the Osogbo – Akure line with its aged conductor, line accessories and forest line route induced faults.
- An existing but not maintained 33Kv line from Akure 132/33kV Transmission Station to Ondo Disco Injection Station by Akure Garage in Ondo which was applicable for supplying Ondo, Okitipupa and environs pre-1984 MUST be recommissioned back to service to meet the attendant exigencies of prolonged line outage on either of the 132kV transmission lines feeding Ondo State from Osogbo.
- This line comes in handy to supply Akure town, a limited load from Ondo 132/33kV transmission Station at the times there are prolonged outages on this old Osogbo – Akure 132kV line.
- The State Govt. must play an active monitoring/ participatory role in ensuring the BEDC is responsive to clearing local faults, replacing defective equipment particularly in areas deemed not economically viable
- In order to spread the dividends of democracy, the State Government should liaise with the BEDC with a view to upgrading/ replacing/repairing damaged infrastructures and working out a mutually acceptable cost recovery modality from the electricity company.
- This will save the local communities the stress of contributing money and buying sub-standard equipment which invariably further endangers the infrastructure and life of people.

2.1.2 Medium Term Solutions

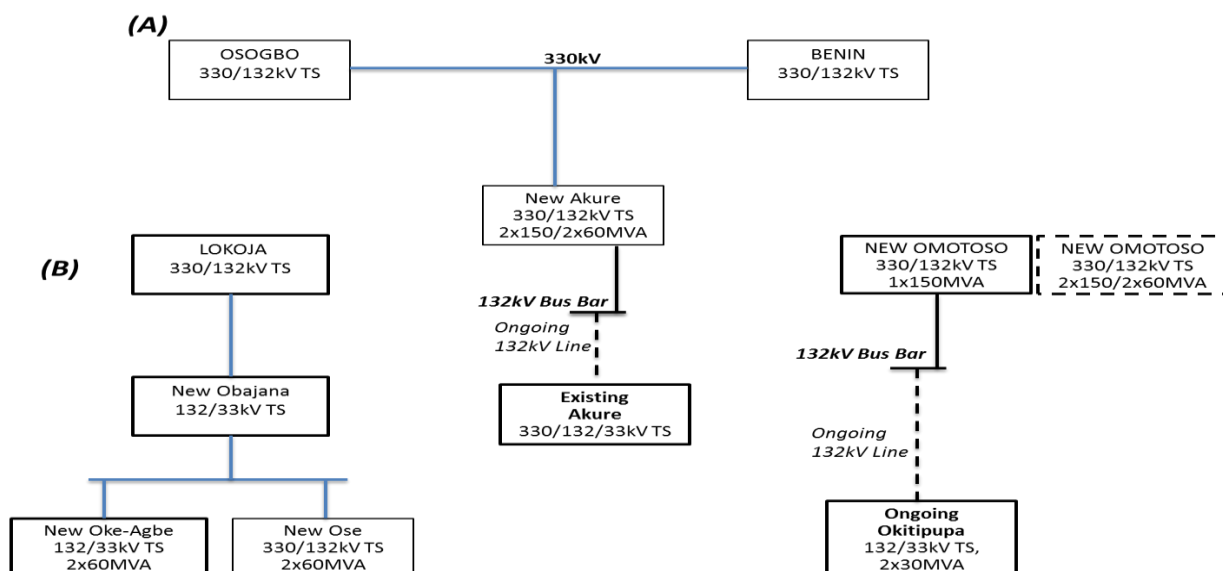
2.1.2.1 Transmission

It is imperative that the Ondo State Government liase with FGN to ensure adequate yearly budgetary funding through their representatives in the National Assembly for the

following projects commenced in 2011/2012 and which directly impact on the State. These on-going projects are:

- Osogbo – Benin 330kV double circuit (DC) transmission line with one single circuit (SC) turning in into Akure.
- Akure 2X150MVA, 330/132kV/ 2X60MVA 132/33kV transmission station.
- Oke-Agbe 2X60MVA 132/33kV Transmission Station.
- Ose/Ifon 2X60MVA 132/33kV Transmission Station.
- Obajana– Ose/Ifon 132kV Transmission Line.
- Obajana – Oke Agbe 132kV Transmission Line.
- New Akure transmission station – Old Akure Adesida Rd. transmission station 132kV line.
- Omotohso – Okitipupa 132kV double circuit transmission line
- Okitipupa 2X30/40MVA 132kV transmission station.
- Energization of existing 33kV line from Omotosho power station to Omotosho Town
- New Omotosho 2x150MVA 330/132kV TS

Medium Term `(On-going) Transmission Network Development for Ondo State



2.1.2.2 Distribution

The state Government should ensure that NDDC completes the following ongoing injection substation projects.

2x7.5MVA 33/11kv Injection Substation project in Ifon

2x7.5MVA 33/11kv Injection Substation project in Irele.

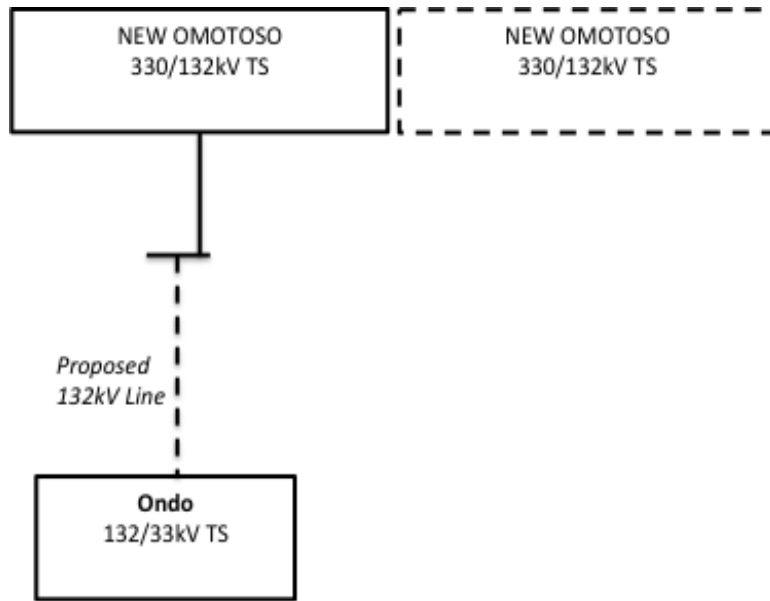
The state Government should ensure that the light up Akure initiative is put on the burner to ensure power supply, to government office.

2.1.3 Long Term Solutions

The underlisted projects which will serve in the long term to consolidate and meet the future power requirements of Ondo state should be proposed as the State demand to the Fed Govt. for TCN inclusion in its transmission grid development plans.

- Upgrade of the existing capacity of Ondo transmission station from the present 2X30MVA to 2X60 MVA.
- Construct a new 132Kv DC transmission line from Omotoso Power Station to Okitipupa town.

- Construct an alternative Omotoso Power Station-Ondo 132Kv DC transmission line to supply existing Ondo transmission station. This meets the N-1 criteria for stable power requirement.



- In addition to the role of the State Electricity Board, a State Power Project Monitoring Team (SPPMT) should be set up and saddled with the responsibility of providing a progress feedback, intimate it of problems and liaise with the Transmission Company of Nigeria (TCN).
- Liaising with the FGN REA
- BEDC should be encouraged to proactively embark on phased upgrades and construction of new 33/11Kv injection stations all over the State in tandem with the expected availability of more power generation in the grid.

This will reduce the outages and increase reliability of power supply in the State and All other intervention agencies doing power projects.

2.2 URGENT MEASURES TO IMPROVE POWER SUPPLY TO ONDO STATE

2.2.1 Transmission Company of Nigeria (TCN)/Min. of Power

- The State Government is to urgently write the Hon. Minister of Power, Works & Housing intimating him of gaps in TCN ongoing projects in Ondo State. These gaps are to be closed up with the underlisted new projects:

132kV transmission line from:

- New Akure 330/132kV TS to Oke-Agbe 132/33kV TS
 - New Akure 330/132kV TS to Ose/Ifon 132/33kV TS
 - New Akure 330/132kV TS to existing Akure 132/33kV TS
 - New Omotosho 330/132kV TS to existing Ondo 132/33kV TS
- 2x7.5MVA 33/11kV Injection Substation at Omotosho.

The State Government should liaise with the HMPW&H with a view ensuring that TCN energises the existing 33kV line and its 2x7.5MVA 33/11kV SS at Omotosho Village. This will ensure the community enjoy the benefits of the Power Station location in Omotosho.

2.2.2 Niger Delta Development Commission (NDDC)

The State Government should:

- put NDDC in early notice on the need to simultaneously award complementary 33/11kV stations and 33kV lines to evacuate downstream expected from the ongoing Okitipupa 2x30/40MVA 132/33kV TS
- request NDDC to fast-track completion of Okitipupa 2x30/40MVA 132/33kV TS as the early completion is inter-linked with the economic development of the Free Trade Zone, Bitumen industry, Oluwa Glass Industry and other ancillary Industries/developmental agencies that it would spin up

- request that in view of the reasons adduced in (ii) above, it is imperative that a short term plan to upgrade the Okitipupa 2x30/40MVA capacity with an addition of either a 2x60MVA or 1x100MVA transformer capacity. This effectively satisfies long time demand for power in this industrial zone.
- request NDDC to, as a short term solution, to construct a 33kV DC line from Omotosho Power Station to Ore, to be linked with the existing old Ondo TS – Okitipupa 33kV line as a more reliable source of supply.

2.2.3 Rural Electrification Agency (REA)/FGN

The proposed State Power Project Monitoring Team (SPPMT) should be urgently inaugurated to explore the possibility of the REA taking over a major part of the 33/11kV projects that will enhance the power availability to the listed Dams, farm settlements, industrial and major tourism areas.

2.2.4 Benin Electricity Distribution Company (BEDC)

- Reliable 33kV feeder lines to:
 - 1) Ondo North Senatorial District
 - i. Awara Dam Water Supply Scheme, Ikare
 - ii. Ose Dam, Ose/Owo Water Supply Scheme, Owo – Ikare Road
 - iii. Idoani Dam, Water Supply Scheme, Idoani.
 - iv. Ifon – Oruju Water Supply Scheme, Ifon

The case of Egbe Dam should be appraised by the State Govt. when the outstanding issues of assets sharing between Ondo and Ekiti states are amicably resolved.

- 2) Ondo Central Senatorial District

- i. Owena Multipurpose Dam, Igbara-Oke
 - ii. Owena Water Supply Scheme, Igbara-Oke
 - iii. Owena Ondo Road Water Supply Scheme
 - 3) Ondo South Senatorial District
 - i. Atan Water Supply Scheme, Ode Irele
 - ii. Agbure Water Supply Scheme, Ode Aye
 - iii. Lowo lomo Water Supply Scheme, Igbotako
 - iv. Oke-Igbo Water Supply Scheme.
- Reliable 33kV feeder lines to:
 - i. All Farm Settlements/Silos/Food processing centres
 - ii. All Industrial areas
 - iii. All major tourism areas
 - iv. ICT designated centres

2.2.5 ONDO STATE GOVERNMENT INITIATIVE.

- **Light up Akure initiative.**

The State of Power supply to the Government House Ground, State House of Assembly, Secretariat Complex and Judiciary offices in the State is unreliable hence the State Government runs these facilities with Deisel powered generators which is not cost effective.

Hence the need to use CNG to run the proposed 10MW IPP in Akure to power the underlisted Government institutions:

- Governor's Office.

- Government House.
- State House of Assembly.
- State Secretariat and Judiciary.
- Street Lights in Akure Town.

Proposed Programs and Projects

CALENDERLIZED PROGRAMME FOR EXECUTION OF OFF-GRID POWER SUPPLY PROJECTS

GENERATION

S/N	Power supply Scheme in 18 L.G	Location	Category	Capacity of the Transformers	Remarks / Recommendation	Quick Wins	Medium Term	Long Term	Legacy
1	Gas plant	Ugbo	Urban	10 Megawatts	Provision of mini off-grid Power Plant to boost the power generation capacity from the flamed gas.				
2	„	Alagbaka GRA axis	Urban	10 Megawatts 33/11kVA	This will take care of power requirements of Governor's office, secretariat complex, Government House ground, street light Alagbaka and residential Areas.				
3	Ogbese Dam	Ogbese	Semi-Rural	7.5mVA, 33/11kV	Provision of small Hydro Power Plant to boost the power generation capacity.				

4	Ose River	Ose Township	Urban	7.5mVA,33/11 kV	Provision of small Hydro Power Plant to boost the power generation capacity.				
5	Ifedore Injection Sub-station	Igbara - Oke	Semi-Rural	7.5mVA,33/11 kV	Provision of small Hydro Power Plant to boost the power generation capacity.				

NATIONAL TRANSMISSION GRID

S/N	Power supply Scheme in 18 L.G	Location	Category	Capacity of the Transformers	Remarks / Recommendation	Quick Wins	Medium Term	Long Term	Legacy
1	Akure/ Oke Agbe	Akure to Oke Agbe	Urban	2 x 60MVA, 132/33 kV TS	New Akure 330/132kV TS to Oke-Agbe 132/33kV TS and associated 33kV Line				
2	Akure / Ifan	Akure to Ose / Ifon	Urban	2 x 60MVA, 132/33kV TS	New Akure 330/132kV TS to Ose/Ifon 132/33kV TS and associated 33kV Line				

3	Akure South	Akure	Urban	New 132kV Line to the existing 132/33kV line	New Akure 330/132kV TS to existing Akure 132/33kV TS				
5	Ondo West	Ondo Township	Urban	2X60 MVA upgrading of the existing infrastructure to 2 x 60 MVA, 33/11kV	Upgrade of the existing capacity of Ondo transmission station from the present 2X30MVA to 2X60 MVA.				
6	Okitipupa	Omosho / Okitipupa	Urban	132kV line to the new T.S	Construction of a new 132Kv DC transmission line from Omotoso Power Station to Okitipupa town.				
7	Odigbo/ Ondo West	Omosho / Ondo	Urban	132kV line	Construct an alternative Omotoso Power Station-Ondo 132Kv DC transmission line to supply existing Ondo transmission station. This meets the N-1 criteria for stable power requirement.				
8	Akoko North West	Oba Akoko	Rural	132kVA(33/11kVA)	Provision of transmission line to boost power output				

9	Okitipupa	Ode Erinje	Semi-Rural	2 x 30/40MVA, 132/33kV T.S	Procurement and installation of Injection sub-station at Ode Erinje to boost power supply in the area by NDDC				
10	Akure Injection Sub- Station	Oke Aro axis, Akure	Urban	7.5MVA,33/11k V	Provision of injection Sub-Station as a relief substation to the existing ones				
11	„	FUTA axis, Akure	Urban	7.5MVA,33/11k V	Provision of injection Sub-Station as a relief substation to the existing ones				
12	„	LEO axis, Oyemekun Akure	Urban	30MVA,33/11k V	Replacement of failed 30MVA,33/11Kva Transformer				
13	„	Igbatoro road, Akure	Urban	7.5MVA,33/11k V	Provision of injection Sub-Station as a relief substation to the existing ones				
14	Igbokoda	Igbokoda	Urban	2 x 60 MVA,132/33kV	New Igbokoda 330/132kV TS and associated 33kV lines				
15	Igbokoda	Mahin	Urban	2 x 60 MVA,132/33kV	New Mahin 330/132kV TS and associated 33kV lines				

16	Igbokoda	Ugbonla	Urban	2 x 60 MVA,132/33kV	NewUgbonla 330/132kV TS and associated 33kV lines				
17	„	Owo/Benin Expressway, Akure	Urban	330/132kV Transmission sub-station	Completion of the on-going works on the sub-station will improve socio-economy activities in the area.				
11	Odigbo	Omotosho	Semi-Rural	500MW (Evacuation of additional loads)	Collaboration with Federal Government to operate 500MW Power Station at Omotosho in full capacity				

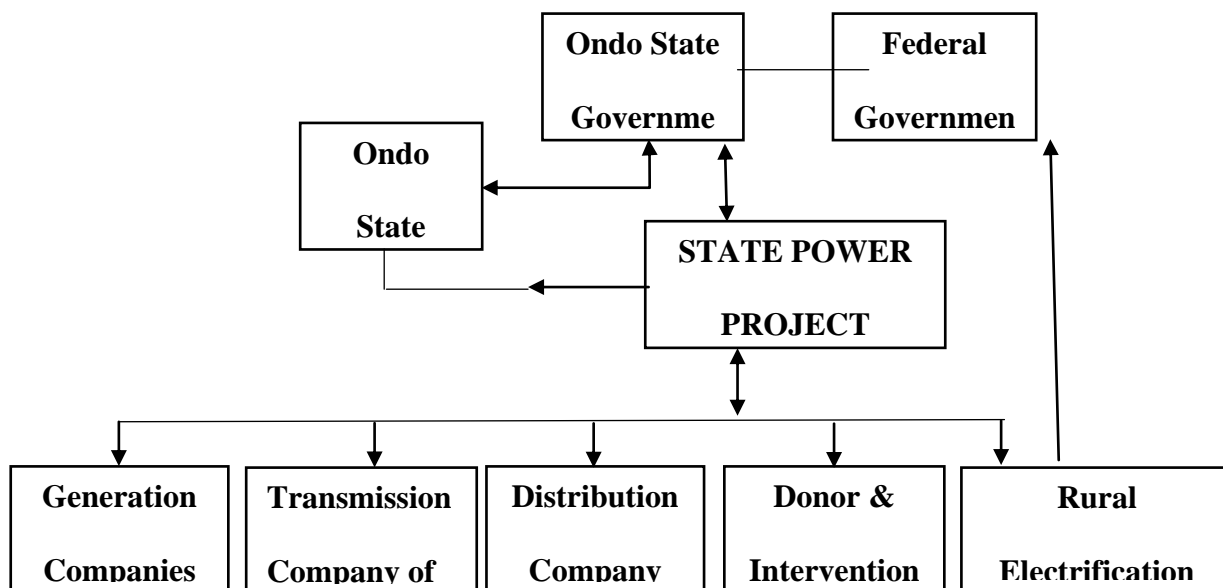
GOVERNANCE ANALYSIS

2.2.6 Role of the Government in provision and maintenance of power utilities.

- A greater part of these enumerated solutions do not essentially entail Ondo State Government financial commitments. Rather its role is a monitoring one to relay status of various on-going Transmission Company of Nigeria (TCN) projects to the Fed Government and ensure adequate funding released.
- On the distribution side, its role entails ensuring Benin Disco meets up to its corporate responsibility of service delivery and infrastructural upgrades / development of the network.
- Additionally, on the Distribution side, the State Govt. will need to continuously engage with the FGN funded Rural Electrification Agency (REA) with a view to reconciling/aligning the Ondo State identified power projects with FGN yearly REA appropriated projects.
- The State Govt. should ensure that no community in the State feels marginalized in terms of power supply, by empowering the state Electricity Board more.
- The Ondo State Govt. should ensure that the State Electricity Board carries out its mandate under the law and should liaise through its organs with donor agencies to achieve identified gaps

2.2.7 Size and Structure of the Sector.

- There is need for synergy among the tiers of Government that are responsible for the power supply and Agency with reference to Ondo State Electricity to serve as data base.



2.2.8 Professionalism.

For the objectives, goals and outcomes of the sector to be fully realized and optimized, there is a need for professionalism i.e. ensuring efficient, effective and adequate manpower infrastructure. This involves adequate training and retraining of existing personnel both within and outside the country, particularly in areas of best practices in the sub-sector. It also involves recruiting component and well trained professionals to fill the manpower gaps as noticeable.

2.3 MONITORING/RESULT BASED FRAMEWORK

- Promote Community participation in monitoring and securing power infrastructure from vandalism
- Monitoring required infrastructure and data management in the State through the SPPMT.
- Ensure feedback of information for planning and policy adjustment
- Ensure response to defects identified.

2.4 RECOMMENDATION: URGENT MEASURES TO IMPROVE POWER SUPPLY TO ONDO STATE

Transmission Company of Nigeria (TCN)/Min. of Power

- The State Government is to urgently write the Hon. Minister of Power, Works & Housing intimating him of gaps in TCN ongoing projects in Ondo State. These gaps are to be closed up with the underlisted new projects:

132kV transmission line from:

- New Akure 330/132kV TS to Oke-Agbe 132/33kV TS
 - New Akure 330/132kV TS to Ose/Ifon 132/33kV TS
 - New Akure 330/132kV TS to existing Akure 132/33kV TS
 - New Omotosho 330/132kV TS to existing Ondo 132/33kV TS
- 2x7.5MVA 33/11/kv Injection substation at Omotosho.

The State Government should liaise with the HMPW&H with a view ensuring that TCN energises the existing 33kV line and its 2x7.5MVA 33/11kV SS at Omotosho Village. This will ensure the community enjoy the benefits of the Power Station location in Omotosho.

Niger Delta Development Commission (NDDC)

The State Government should:

- put NDDC in early notice on the need to simultaneously award complementary 33/11kV stations and 33kv lines to evacuate downstream expected from the ongoing Okitipupa 2x30/40MVA 132/33kV TS
- request NDDC to fast-track completion of Okitipupa 2x30/40MVA 132/33kV TS as the early completion is inter-linked with the economic development of the Free Trade Zone, Bitumen industry, Oluwa Glass Industry and other ancillary Industries/developmental agencies that it would spin up

- request that in view of the reasons adduced in (ii) above, it is imperative that a short term plan to upgrade the Okitipupa 2x30/40MVA capacity with an addition of either a 2x60MVA or 1x100MVA transformer capacity. This effectively satisfies long time demand for power in this industrial zone.
- request NDDC to, as a short term solution, to construct a 33kV DC line from Omotosho Power Station to Ore, to be linked with the existing old Ondo TS – Okitipupa 33kV line as a more reliable source of supply.

Rural Electrification Agency (REA)/FGN

The proposed State Power Project Monitoring Team (SPPMT) should be urgently inaugurated to explore the possibility of the REA taking over a major part of the 33/11kV projects that will enhance the power availability to the listed Dams, farm settlements, industrial and major tourism areas.

State Government

- Completion of Irele 2x7.5MVA 33/11kV Injection Substation
- Completion of Ifon 1x7.5MVA 33/11kV Injection Substation
- Upgrading and reinforcement of Ile Oluji 1x2.5MVA 33/11kV TO 2X7.5MVA 33/11kV to meet up the expanding infrastructural demands.
- Procurement of maintenance equipment for Ondo State Electricity Board.
- **The ‘Light Up Akure’ initiative with a private IPP to power the Government Offices and the street lights in the State capital.**

Benin Electricity Distribution Company (BEDC)

- Reliable 33kV feeder lines to:
 - 1) Ondo North Senatorial District

- i. Awara Dam Water Supply Scheme, Ikare
- ii. Ose Dam, Ose/Owo Water Supply Scheme, Owo – Ikare Road
- iii. Idoani Dam, Water Supply Scheme, Ifon
- iv. Ifon – Oruju Water Supply Scheme, Ifon

2) Ondo Central Senatorial District

- i. Owena Multipurpose Dam, Igbara-Oke
- ii. Owena Water Supply Scheme, Igbara-Oke
- iii. Owena Ondo Road Water Supply Scheme

3) Ondo South Senatorial District

- i. Atan Water Supply Scheme, Ode Irele
- ii. Agbure Water Supply Scheme, Ode Aye
- iii. Lowo lomo Water Supply Scheme, Igbotako

▪ Reliable 33kV feeder lines to:

- i. All Farm Settlements/Silos/Food processing centres
- ii. All Industrial areas
- iii. All major tourism areas
- iv. ICT designated centres

SECTION 3 TRANSPORTATION INFRASTRUTURE SUBSECTION.

3.1 Introduction

3.1.1 Overview

Transportation infrastructure is a major determinant of the economic life of a Nation or State. Its contributory and multiplier impact in the areas of health, education, agriculture, science and technology cannot be over emphasized. These vital sectors of our economy depend on the efficient performance of the transportation infrastructure.

The objectives of an effective transportation system is to fully exploit interrelationship of all the transportation modes (Land, Water and Air) to ensure that the public enjoy improved transportation services at affordable rate and get value for money.

A well functioning and integrated transport system amongst other things:

- Stimulates State development and enhances quality of life for all
- Allows markets to operate by enabling the seamless movement of goods and people
- Provides vital links between spatially separated facilities and enables social contact and interaction
- Promotes economic development by increasing access to labour and physical resources thus facilitating the realization of a state's comparative advantages.

3.1.2 Policy Statement

- To improve transportation systems in the state, as a way of socio-economic development that enhances the quality of life for all.

3.2 Land Transportation

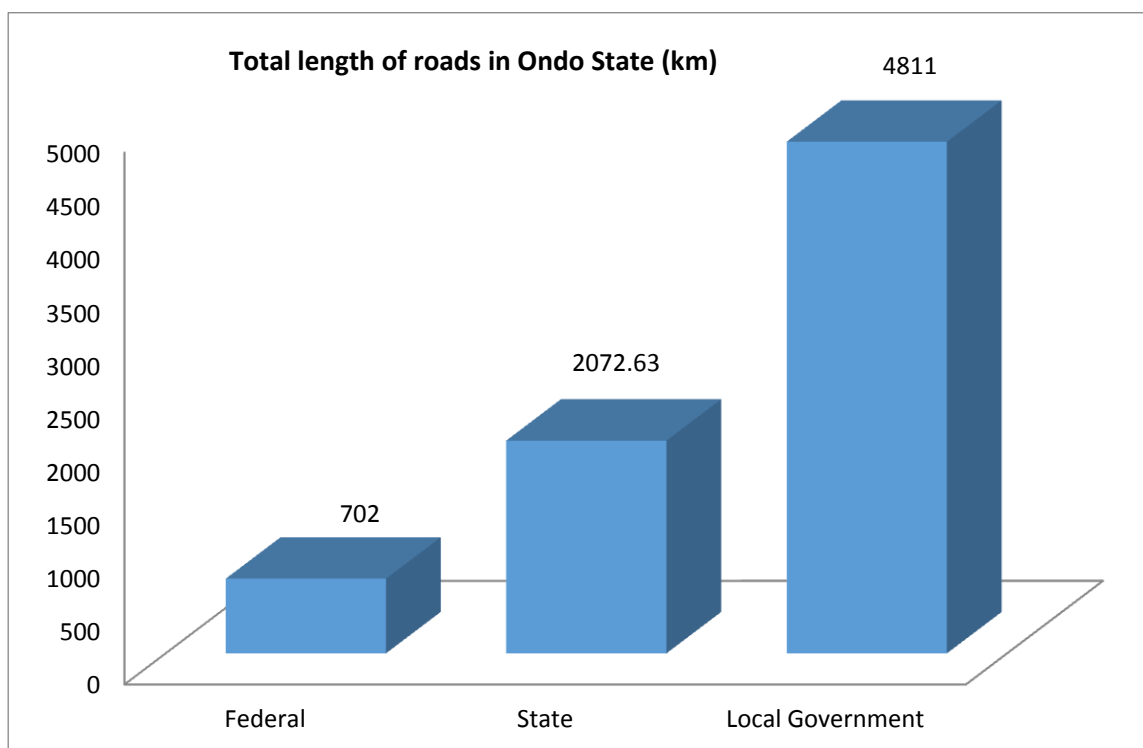
Land transportation is the most common mode movement in the State, accounting for over 90% of the transportation needs of the people. Land transportation falls into two main categories, namely: Road and Rails.

3.3 ROAD

In Ondo state, the total length of all our roads is approximately 7,514.63km, out of which the state roads span 2000.63km. Federal roads are 702km in length, and Local Government roads are 4811km long.

INVENTORY OF ROAD IN ONDO STATE

S/N	Owners of road	Total length (km)	Length of fairly good roads (km)	Length of bad roads (km)
1	Federal	702	402	300
2	State	2000.63	591.73	1480.9
3	Local Government	4811	801	4010



From the above table, a whopping 77.1% of road network in Ondo state require attention.

For any State to achieve all round transportation development that will touch the lives of the masses, a good road network as means of transportation must be put in place. This will enhance movement of people, materials, farm produce and other goods.

Ondo State Ministry of Works is saddled with the responsibility of development and maintenance of Road infrastructure and has various departments as outlined below;

- Civil Engineering department – construction and routine maintenance
- Planing, Design, research and statistics – studies and design
- Mechanical department – mechanical related works
- Electrical department – electrical related works
- Monitoring and Evaluation –
- Finance and Administration
- Accounts department

Each of these departments, is headed by a Director.

The Civil Engineering Department has the following sections:

- (a) **Road Project Office:** This office is in charge of road construction by contract.
- (b) **OSARMCO:** This is the direct Labour unit of the Civil Engineering Department and is in charge of road maintenance.

OSARMCO is an agency of Government by legislation. The Agency is expected to draw its personnels, equipment and other assests e.g. office accommodation from the Ministry of Works and its Divisional Offices except where such are not available (See attached legislation). Presently, this is not the case. The agency outsources equipment and pesronel from outside while it occasionally depends of the scanties facilities of OSAC (a limited liability Company) of the state). It also duplicates the functions of the Ministry of Works. This is an aberration and should be corrected by reverting to its old/original structure. Before the legislation, the OSARMCO structure existed in the Ministry of Works. This creates a parallel authority and responsibility with the Ministry of Works. Up till date, the Agency has no board but its been run by a Chaiman. The government engineers who are

in OSARMCO are not inclusive in the activities of the agency. The Chairman is using the structure of Ondo State Asphalt Company (OSAC) which is a limited liability company owned by Ondo Government. Plants and Vehicles (Trucks) are hired from outside at the neglect of government plants and trucks in the Ministry of Works and Divisional offices. This is an aberration that must be corrected immediately.

3.3.1 Challenges in the road subsector

- Misinterpretation of the function and roles between Ministry of Works and OSARMCO.
- Cash flow challenges.
- Misuse as a result of axle loading
- Neglect of periodic and routine maintenance and absence of emergence maintenance
- Lack/inadequate planning, design and studies by Government
- Lack of political will to structure road development
- Lack of strict adherence to procurement processes
- Political interference in location of projects, contract award/administration to the detriment of due process.
- Discontinuity of Government Policies and Programmes due to changes in Government
- Lack of career succession plan/dearth of middle/lower cadre officers.
- Corruption coupled with poor workmanship
- Inadequate pricing and unrealistic pricing by tenderers
- Lack of training and retraining of existing personnel
- Most of the existing baseline Data is not detailed in term of facility coverage.
- Road usage abuse (car wash, burning of tires, repair of trucks on road and dumping building materials and refuse)
- Non existence of private participation.

3.3.2 Role of various stakeholders in the sector

STAKEHOLDERS	ROLES OR RESPONSIBILITIES
1. Government	<ol style="list-style-type: none"> 1. Formulation of policy framework 2. Provide funding 3. Execute road maintenance through its agency 4. Monitoring and evaluation 5. Sensitisation on road usage and maintenance 6. Ensure sustainability
2. Corporate Organization	<ol style="list-style-type: none"> 1. Partners Government in policy formulation 2. Assist Government through funding, training of personnel and procurement of equipment etc. 3. Collaborate with government on sensitisation
3. Local Government	<ol style="list-style-type: none"> 1. Formulate council policy on road maintenance in tandem with State policy 2. Partners the state Government in the area of needs particularly on Local Govt roads. 3. Execute rural road maintenance 4. Monitoring and evaluation 5. Sensitisation on road usage and maintenance 6. Ensure sustainability
4. Public (Community)	<ol style="list-style-type: none"> 1. Unlike other clime, the Citizenry has bestowed the role of maintenances of major roads on Government except rural farm roads 2. Volunteering of information about roads that need attention 3. Volunteering labour on monetary terms 4. Guild against abuse and deliberate spoil of road

3.3.3.2 List of Divisional Engineer Stations for road Maintenance in OSARMCO

S/N	DIVISIONAL ENGINEERS STATIONS	SENATORIAL DISTRICT	ASSETSS AND FACILITIES
1	Divivsional Engineer Station, Ikare-Akoko	North	1. Office &residential accommodation. 2. Road Officers 3. Plants and Vehicles
2	Divivsional Engineer Station, Owo	North	1. Office &residential accommodation. 2. Road Officers 3. Plants and Vehicles
3	Divivsional Engineer Station, Akure.	Central	1. Office &residential accommodation. 2. Road Officers 3. Plants and Vehicles
4	Divivsional Engineer Station, Ondo.	Central	1. Office &residential accommodation. 2. Road Officers 3. Plants and Vehicles
5	Divivsional Engineer Station, Ore	South	1. Office &residential accommodation. 2. Road Officers
6	Divivsional Engineer Station, Okitipupa	South	1. Office &residential accommodation 2. Road Officers 3. Plants and Vehicles

3.3.3.2 List of on-going road project under construction (New and old)

S/N	Project Description	Length (km)	Location	% Comp.	Remarks
A	NORTHERN SENATORIAL DISTRICT				
1	Construction of Imeri Bridge (over Ose river)		Imeri	80%	The contractor has vacated site and has no pending payment with the Government
2	Rehabilitation of Oke Oka-Okia Oka (1.5km)	1.5	Oka	30%	Alternative route that will bypass the existing high gradient road has be identified new road Alignment be process for design and award
3	Construction of Gedegede bridge			80%	Determined and Re-awarded to Borini Prono
4	Rehabilitation of Ayegunle-Iwaro-Ebo (7.05km)	7.05	Iwaro	80%	To be Determined
5	Rehabilitation of Oba-Akoko – Ikun – Afo – Idoani Road (19km)	19.0	Ikun/ Afo/ Idoani	97%	Completed. Length of road tarred 19.5km. some section of the road has failed
6	Rehabilitation of Emure-Eporo road (10.73km)	10.73	Emure/ Eporo	39%	To be Determined
7	Rehabilitation of Ikare Township Roads Zone A (18.575km)	18.575	Ikare	72%	To be Determined

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S/N	Project Description	Length (km)	Location	% Comp.	Remarks
8	Construction/Asphalt Overlay of Adekunle Ajasin University Akungba-Akoko (9.073km)	9.073	Akungba	82%	On-going
9	Asphalt Overlay in Akoko Axis (Phase 1) 17.84km	17.84	Akoko towns	48.00%	Contract to be determined
10	Asphalt Overlay in Owo/Ose Axis 10.79km	10.79	Owo/Ose	99%	Completed SCC is being processed, length of road tarred is 10.79km
11	Re-Construction of Twin Box Culvert and 100m channelization of Ujala river at Ishokun -Odo street,Owo		Owo	60%	Contractor have left site complained of funds
12	Re-Construction of Twin Box Culvert and 300m channeization of Ujala river at Idimepen Street, Owo		Owo	28%	Contractor have left site complained of funds
13	Re-Construction of Twin Box Culvert and 150m channelization of Ujala river at Iregun Street, Owo		Owo	10%	contract to be determined
14	Re-Construction of Twin Box Culvert and 200m channeization of Ujala river at police station street ,Owo		Owo	60%	Contractor have left site complained of funds

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S/N	Project Description	Length (km)	Location	% Comp.	Remarks
15	Rehabilitation/Asphalt Overlay of Ikare Ajowa-Ondo State Boundary (29km)	29.0	Ikare/ Ajowa	75%	On-going
16	Rehabilitation of Ikare -Ugbe-Ise Akoko/Ugbe Alapata Regioner Market-Frist Bank Road Ikare(22.3km)	22.3	Ikare/Ugbe/I se	95%	Substantially completed RETC on additional road (Alapata international market L.G secretariat road) is receiving attention at STB
17	Asphalt Overlay of Existing Surface Dressed Roads in Akoko 18.985km (Phase II)	18.985	Akoko towns	40%	contractor complained of not payment of certificate
CENTRAL SENATORIAL DISTRICT					
18	Rehabilitation of Ondo –Laje Road (27.2km)	27.2	Ondo/ Laje	88%	Contract to be concluded. It was awarded as surface dressed road and section of the road has been design and up grade to asphaltic surface
19	Rehabilitation of INEC/WAEC- ELSHADDAI (4.2km)	4.2	Akure	32%	RETC under Processing
20	Rehabilitation of Bolorunduro Fagbo (8km)	8.0	Ondo	70%	To be Determined
21	Rehabilitation/Asphalt Overlay of FUTA – Aule road (5.15km)	5.15	Akure	76%	contractor has left site complained of Non payment of certificate

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S/N	Project Description	Length (km)	Location	% Comp.	Remarks
22	Rehabilitation/Asphalt Overlay of Akure Phase III (18.28km)	18.28	Akure	80%	To be terminated & re-warded
23	Dualisation of Mobil Junction-Oba Ile-Akure Airport Junction (8.950km)	8.95	Akure/ Oba-Ile	37%	Terminated & rewarded
24	Dualisation of Itanla-Ademulegun Roundabout-Surulere-Idishin-Akure Garage, Ondo (9.75Km)	9.75	Ondo	28.28%	Determined & Rewarded
25	Construction of Oda Roads Junction - Kajola-Davog Road 3.343km	3.343	Akure	88.48%	contractor has be issued letters of warning on the slow pace of work
26	Construction of Access Road to Adaba F.M Station (1.609km)	1.609	Ilara-mokin	61.26%	contractor has abandoned site
27	Construction of Junction Improvement & Lay Bye along Oba Adesida		Akure	23%	sum of N37.459 Meant for payment of relocation of facilities is in the custody of account dept. Contractor has about N250m unpaid mobilization and Bill No 1 with him
28	Provision of Bus stop shelter (Oba Adesida Corridor) Akure		Akure	78%	contractor has left site complained of non-payment of certificate
29	Dualisation of Nepa-Arakale Road Akure (2.25km)	2.25	Akure	90.00%	N71,4m meant for payment of relocation of facilities is in the custody of account dept at fidelity bank. Substantially completed

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S/N	Project Description	Length (km)	Location	% Comp.	Remarks
30	Installation of Street Light along Fiwasaye Girls Grammar School-Mobil Junction - Oba Ile-Akure Airport Junction Akure (8.9km)	8.9	Akure/Oba -Ile	10%	contractor is waiting further progress in the site of the civil contractor
31	Installation of Light Itanla-Ademulegun Road Idisin (9.75km)	9.75	Ondo	68.00%	contractor is not presently on site ,letter issued already
32	Construction of Sunshine Estate Internal Network roads Oba Ile (4.2km)	4.2	Oba-Ile	80%	RETc under Processing at STB
33	Construction of Sunshine Garden Estate internal Network roads, Oda raod. Akure . (6.62km)	6.62	Akure	20%	RETc under Processing at STB
34	Re-Cons. of Olisaro/Prowerline-Shola Gbade Stree-Shinle/Supur Deji Aliu Stree, Akure (2.7km)	2.7	Akure	75%	contractor has left site complained of Non payment of certificate
36	Construction of Ademulegun Roundabout -Idisin Yaba Akure Motor park carriageway phase ii		Akure	82.17%	% drop as a result of RETc approval
37	Provision of Bus Sheiters and Terminal Arakale Road, Akure		Akure	56.00%	contractor has left site complained of non-payment of certificate

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S/N	Project Description	Length (km)	Location	% Comp.	Remarks
38	Construction/Asphalt Overlay of Aiyetoro-Oke-Ijebu/Mega School Road, Akure (0.42km)	0.42	Akure	92%	contractor has left site complained of non-payment of certificate
39	Construction of Off-Street Parking Lot along Oba Adesida-Oyemekun Road, Akure		Akure	90%	contractor has left site complained of non-payment of certificate
40	Construction of Internal road Net work at Ilekun Housing Estate, Oda Road Akure (1.418km)	1.418	Akure	95%	RETc under Processing at STB
41	Rehabilitation of Access road to Royal Birds Motel /Kayode Adinlewa Alagbaka Akure (1.89km)	1.89	Akure	68%	RETc under Processing at STB
42	Supply and installation of street lights along the median of Isikan-Ondo Motor parks road		Akure	95%	completed
43	Rehabilitation of Access Road to Alagbaka Extension 2 Oba-Ile Road, Akure (1.44km)	1.44	Akure	95%	completed
44	Rehabilitation of Access & internal road of St Peter unit school Akure (1.50km)	1.5	Akure	60%	RETc under Processing at STB

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S/N	Project Description	Length (km)	Location	% Comp.	Remarks
45	Construction/Rehabilitation of Ijapo Housing Estate Roads 2.817km	2.817	Akure	58.00%	contractor has left site complained of non-payment of certificate
46	Rehabilitation of Selected Roads in Ondo Town Group III (7.11km)	7.11	Ondo	78.00%	On-going
47	Asphalt Overlay in Akure Axis (24.978km) (Phase II)	24.978	Akure	60.70%	contractor has left site complained of non-payment of certificate
48	Asphalt Overlay of Access Road Linking Adesida/Arakale Road, Akure (5.935km)	5.935	Akure	29.00%	contractor has left site complained of non-payment of certificate
49	Construction of Itanla junction Ademulegun roundabout road segment Ondo as a dual carriageway 5.450km) (phase I)	5.45	Ondo	80.77%	% drop as a result of RETC approval
50	Dualisation of mobil Junction-Oba Ile-Akure Airport Junction (8.950km)	8.95	Akure/ Oba-Ile	56%	On-going
51	Rehabilitation of Atibiti Layout road,Ijapo Akure 2.984km	2.984	Akure	43%	On-going

S/N	Project Description	Length (km)	Location	% Comp.	Remarks
C	SOUTHERN SENATORIAL DISTRICT				
52	Rehabilitation of Ore-/Odigbo Road (10.69Km)	10.69	Ore	80%	To be determined
53	Rehabilitation of Akinfosile/Erekiti-Ayede-Ayila (4.577Km)	4.577	Akinfosile/Ayila	51%	To be determined
54	Rehabilitation of Ajue-Oro-Aponla road (12.90km)	12.9	Ajue/Aponla	36%	Determined & rewarded
55	Rehabilitation of Ore extension (5.712Km)	5.712	Ore	50%	To be determined
56	Rehabilitation of Olo Junction-Igborowo-Temidire-Alaya mesan road (14km)	14	Igborowo/Temidire	66%	To be determined
57	Rehabilitation of Ajagba-iju Osun-Akotogbo (17.205km)	17.205	Ajagba/Akotogbo	46%	To be determined
58	Rehabilitation of Ode-Aye – Igbotako (12.5km)	12.5	Odeaye/Igbotako	56%	To be determined
59	Construction of Access roads within Ondo State University of Technology Okitipupa (7.579Km)	7.579	Okitipupa	42%	To be determined
60	Dualization of IgboKoda Township Main Road (2.5km)	2.5	Igbokoda	41%	Transferred to OSOPADEC

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S/N	Project Description	Length (km)	Location	% Comp.	Remarks
61	Asphalt Overlay in Ile-Oluji Axis (5km) phase I	5	Ile-Oluji	51%	On-going
62	Rehabilitation of Ore Township Road (6.46km)	6.46	Ore	35%	contractor has left site complained of non payment of certificate
63	Asphalt Overlay of Surface Dressed Road in Ile-Oluji Axis Ondo State (3.85km) Phase ii	3.85	Ile-Oluji	64%	On-going
64	Construction of Igbesin Oloto - Igbo Egunrin Maintedo junction		Oloto/ Igbo Egunrin	75.00%	RETc undergoing processing
65	Rehabilitation/Asphalt overlay of Ajue - Oro -Aponla 12.90km phase I	12.9	Ajue/ Aponla		

SOURCE: Ministry of Works

4 LIST OF MECHANICAL PLANTS, VEHICLES AND EQUIPMENT IN ALL STATIONS

S/N	DESCRIPTION OF PLANT/VEHICLE	PLANT/VEHICLE REG. NUMBER	PRESENT CONDITION	LOCATION
1	CAT Grader 120H	ODP 2165	Serviceable	Akure
2	Mack low loader	ODV 2160	Serviceable	Akure
3	CAT Excavator	ODP 217	Serviceable(Under Repair)	Ore
4	CAT D9T Bulldozer	ODP 2114	Serviceable	Akure
5	Actross Low bed	ODV 149	Serviceable	Akure
6	CAT D6 Bulldozer	ODP 2111	Serviceable	Akure
7	MAN Diesel Tipper	ODV 2155	Serviceable	Akure
8	MAN Diesel Tipper	ODV 2156	Serviceable but faulty	Akure
9	MAN Diesel Tipper	ODV 2157	Serviceable but faulty	Akure
10	MAN Diesel Tipper	ODV 2158	Serviceable	Akure
11	MAN Diesel Tipper	ODV 2159	Serviceable	Akure
12	Ateco Tipper	ODV 2152	Serviceable but faulty	Akure
13	CAT Grader 140H	ODP 2161	Serviceable but faulty	Akure
14	Steyr Tractor	ODP 358	Serviceable	Akure
15	Steyr Tractor	ODP 362	Serviceable	Akure
16	CAT Payloader	ODP 2170	Serviceable	Akure
17	CAT Payloader	ODP 2171	Serviceable	Akure
18	CAT Payloader	ODP 2173	Serviceable but faulty	Akure
19	Ingersoll Vibrating Roller	ODP 217	Serviceable	Akure
20	Ateco Flat Lorry	ODV 714	Serviceable	Akure
21	Phoenix Chipping Spreader	ODP 2172	Not yet commissioned	Akure
22	International Tar boiler	ODV 2161	Not yet commissioned	Akure
23	International Tar boiler	ODV 2162	Not yet commissioned	Akure
24	CAT D6 Bulldozer	ODP 2110	Serviceable but faulty	Akure
25	CAT D7 Bulldozer	ODP 2107	Serviceable but faulty	Akure
26	CAT Backhoe loader	ODP 2166	Serviceable	Akure
27	Ateco Hiab	ODV 2134	Serviceable but faulty	Akure
28	Actross Lowloader	ODV 711	Serviceable but faulty	Akure

S/N	DESCRIPTION OF PLANT/VEHICLE	PLANT/VEHICLE REG. NUMBER	PRESENT CONDITION	LOCATION
29	Fiat Hitachi Bulldozer	ODP 2109	Serviceable but faulty	Akure
30	Bedford Watertanker	OD 38 A10	Serviceable	Akure
31	Ateco Water Tanker	ODV 2116	Serviceable but faulty	Akure
32	CAT D8K Bulldozer	ODP 2113	Serviceable but faulty	Akure
33	CAT 950G Payloader	ODP 2026	Serviceable but faulty	CAC Iro, Akure
34	CAT Scrapper	ODP 970	Serviceable but faulty	Akure
35	Atlas Copco Compressor	ODP 1025	Serviceable but faulty	Akure
36	Dynapac Hand Roller	ODP 212	Serviceable	Akure
37	CAT Vibrating Roller	ODP 213	Unserviceable	Akure
38	Fiat Hitachi Pay loader	ODP 2021	Serviceable but faulty	Akure
39	CAT Rosco Patcher	ODP 2160	Serviceable	Akure
40	Mack Trailer head	LG 14 KTP	Serviceable but faulty	Akure
41	DC Welding machine	ODP 432	Serviceable	Akure
42	DC Welding machine	ODP 434	Unserviceable	Akure
43	Ford Tractor	ODP 354	Serviceable but faulty	Akure
44	Champion Grader	-	Unserviceable	Akure
45	Komatsu Grader	-	Unserviceable	Akure
46	Milling machine	ODP717	Serviceable	Akure
47	3-jaw chuck Lathe machine	ODP 720	Serviceable	Akure
48	4-jaw chuck Lathe machine	ODP 934	Serviceable	Akure
49	Horizontal drilling machine	-	Serviceable	Akure
50	Vertical drilling machine	ODP 408	Serviceable	Akure
51	Tap and die machine	-	Serviceable	Akure
52	Vulcanizing compressor	-	Serviceable	Akure
53	CAT Grader 120H	ODP 2163	Serviceable but faulty	Okitipupa
54	CAT Grader 120H	ODP 2166	Serviceable but faulty	Okitipupa
55	Steyr Tractor	ODP 369	Serviceable	Okitipupa
56	Steyr Tractor	ODP 357	Serviceable but faulty	Okitipupa
57	CAT Payloader 950G	ODP 2027	Serviceable but faulty	Okitipupa

S/N	DESCRIPTION OF PLANT/VEHICLE	PLANT/VEHICLE REG. NUMBER	PRESENT CONDITION	LOCATION
58	Vibrating Roller	ODP 212	Serviceable but faulty	Okitipupa
59	Vibrating Roller	ODP 215	Serviceable but faulty	Okitipupa
60	Ateco Tipper Lorry	ODV 2153	Serviceable but faulty	Okitipupa
61	Steyr water tanker	ODV 2114	Serviceable but faulty	Okitipupa
62	CAT Grader 120H	ODP 2169	Serviceable but faulty	Owo
63	Steyr Tractor	ODP 363	Serviceable	Owo
64	Ingersoll Vibrating Roller	ODP 218	Serviceable	Owo
65	Ateco Water Tanker	ODV 2115	Serviceable	Owo
66	CAT Payloader 926E	ODP 2023	Unserviceable	Owo
67	CAT Backhoe loader	ODP 2164	Serviceable but faulty	Owo
68	CAT Excavator	ODP 2169	Serviceable but faulty	Owo
69	Old CAT Grader(TANPA)	-	Unserviceable	Owo
70	CAT Grader 120H	ODP 2167	Serviceable	Ikare
71	CAT Backhoe loader	ODP 2165	Serviceable but faulty	Ikare
72	CAT Vibrating Roller	ODP 216	Serviceable but faulty	Ikare
73	Steyr Tractor	ODP 359	Serviceable	Ikare
74	Ateco Tipper	ODV 2154	Serviceable but faulty	Ikare
75	Komatsu D115 Bulldozer	ODP 2112	Unserviceable	Ikare
76	Komatsu320WA Pay loader	ODP 2024	Unserviceable	Ikare
77	CAT Grader 120H	ODP 2168	Serviceable but faulty	Ondo
78	CAT Backhoe LOADER	ODP 2160	Serviceable	Ondo
79	CAT Vibrating Roller	ODP 214	Serviceable	Ondo
80	CAT Pay loader	ODP 2025	Serviceable but faulty	Ondo
81	Steyr Tractor	ODP 360	Serviceable	Ondo
82	AC Electric welding machine	ODP 435	Serviceable	Akure
83	AC Electric welding machine	ODP 436	Serviceable but faulty	Akure

3.3.4 Gap Analysis

- The need to define and regularize the functions and roles of Ministry of Works and OSARMCO because of duplication of efforts.
- Lack of adequate and efficient maintenance of the existing road network.
- Failure of successive governments to earmark adequate resources for effective maintenance.
- Need for a coastal roads linking Ondo state with Lagos state to open up the riverine areas for economic activities.
- Need to dualise exit/entry roads into Ondo state for opening up of economic activities:
 1. Akure – Ado road - to enhance Akure airport patronage.
 2. Akure –Ilesha- Benin Road – To open up socio-economic activities along Benin road.
 3. Ore- Ondo-Akure road - To open up socio-economic activities along Benin –Shagamu/Ijebu- Ode/Lagos road.
- Urgent need to rehabilitate Ipele – Isua - Kabba Federal road – to reduce mortality rate along Owo- Oba-Akugba –Oka –Isua Road and it's also the fastest route linking Ondo State with Abuja and has best vertical alignment for heavy duty vehicles.
- The need for external ring roads in Akure.
- Need to improve internal roads within major Cities and towns in Ondo state.
- Need to recruit and fill the vacancies in the system
- Need for road user education
- Need for manpower development
- Involvement of private sector participation

3.3.5 Best Practices in the subsector

- Develop road information system for road inventory and management conceived to meet the needs of road authorities in compliance with state and local government regulations
- Public private partnership.
- Strict compliance with procurement laws.
- Monitoring and Evaluation with feedback mechanism

- Sustainability being introduce for project conception, implementation and exploitation.
- Conduction of traffic sensor across major roads with a view of upgrading the roads.

3.3.6 Proposed Policy Statement, Objectives, Goals and Outcomes

3.3.6.1 Policy Statement

As captured under transportation

3.3.6.2 Objective

- To enhance movement generally.
- To open up Ondo state for development and improvement of socio activities
- To allow rural-rural and rural-urban interaction for the exchange of goods and services
- To create new sources of revenue to close resource gap
- Protect the existing road from premature deterioration

3.3.6.3 Goals

- Achievement of an adequate and efficient maintenance of existing road network.
- Promotion of private sector investment in upgrade and maintenance of road.
- To improve the socio economic welfare of the citizenry.
- To enhance development of the state.
- To divest Government fund for other sectors

3.3.6.4 Outcomes and Key Performance

S/N	Key Performance Indicator	Outcomes
1	Road policy	Improved socio-economic development
2	Length of Road network	Increase in and ease of movement of the citizenry
3	Dualisation of road	Reduction in traffic congestion and enhancement socio-economic activities
4	The coastal road	Open up the riverine areas to socio-economic activities
5	Rehabilitation of Federal roads	Reduction in mortality due to road accident
6	Akure external ring road	Diversion of traffic away from Akure so as to ease congestion in the metropolis

3.3.7 Proposed Programmes and Projects (see tables)

3.3.7.1 Roads for Maintenance

S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
Ondo Northern District - Ikare Division								
1	Maintenance Of Okorun Street, Ikare-Akoko	Ikare	Asphaltic road	0.345	The road is filled with many potholes. There is need to bring it back to it good state			
2	Maintenance Of Okoja Street, Ikare-Akoko	Ikare	Asphaltic road	0.413	The road is also in bad condition and needs to be maintained			
3	Re-Construction Of 3m X 3m X 9m Length Of Box Culvert Awolowo Str., Oba Akoko	Oba	Box Culvert		The existing culvert collapsed and cut the road into two parts. It needs to be reconstructed			
4	Maintenance Of Existing Earth Road Linking Igasi-Akoko to Okeagbe Akoko	Igasi	Earth road	10.500	The road links Igasi to Okeagbe. It has been bushy, one culvert collapsed, needs to be fixed			
5	Maintenance of Akungba - Iwaro - Oka - Epinmi - Isua Express Road Ikare – Arigidi – Oke Agbe – Ondo/Ekiti boundary. Ikare – Ogbagi – Irun - boundary	Iwaro, Oka, Epinmi, Isua	Asphaltic road	6.500	It needs to be maintained to restore its good condition			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
6	Maintenance of Oyinmo Street, Ikare Akoko	Ikare	Asphaltic road	0.550	It is in the heart of Ikare and is in bad condition that needs to be repaired			
7	Asphalt Overlay of Eco Bank Junction/Owolabi Street, Ikare Akoko	Ikare	Asphaltic road	0.553	The road needs to be overlaid with asphalt so as to put it in a good shape			
8	Asphalt Overlay Of Neighbourhood Market Junction - Ikundo - Zi Pry Schl - Police Hdqrs Junction, Oka Akoko	Oka	Earth road constructed to base level	0.475	The road has been constructed in stages to base level. The final stage of the construction is to overlay it with asphalt			
9	Maintenance Of Akusa-Agba - C.A.C Oke Ayo Road Back To Oka Neighbourhood Market, Oke-Oka, Akoko	Oka	Asphaltic road	3.000	The pothole that has surfaced on the road need to be repaired, and some portions to be overlaid.			
10	Rehab. of Orisunmibare, Ikun Akoko	Ikun	Earth road constructed with some drains both side	0.600	Some Drains has been constructed on the road and need to be completed with pavement works			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
11	Rehabilitation Of Comprehensive High School Road, Ikaram-Akoko	Ikaram	Earth road	0.45	It is an existing earth road that links a School. It needs to be rehabilitated.			
12	Rehabilitation Of Rufus Giwa Memorial Hospital/Customary Court Road, Okeagbe - Akoko	Okeagbe	Surface Dressed road	0.350	It is an existing surface Dressed road that links an hospital in the town. It needs to be rehabilitated.			
13	Rehabilitation of Irun - Ogbagi – Ese – Afin – Oke Agbe road	Irun	Asphalt	10km	It is an existing asphalt road that links Irun - Ogbagi – Ese – Afin – Oke Agbe. It needs to be rehabilitated.			
13	Maintenance Of Oyinmo Junction - Odeyare - Okoja Junction, Ikare Akoko	Ikare	Asphaltic road	1.800	It is a popular Street in Ikare town that has been badly damaged. It need urgent attention			
14	Rehabilitation of Oke Irun – Surulere road, Irun	Irun Akoko	Earth	10km	It is a popular road in Irun town that cut across 10 agrarian communities and economic activities			
15	Rehabilitation of Oyi Street	Irun	Earth	0.5	Tourist Zone			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
15	Rehabilitation of St. John Anglican Pry School Road, Oyin Akoko	Oyin	Earth road	0.400	It is an existing earth road in Oyin akoko. Rehabilitating the road will add value to the town			
16	Rehabilitation Of Ologunagba Street, Iwaro-Oka Akoko	Iwaro	Earth road	0.450	It needs to be rehabilitated			
17	Maintenance of Odo Irun – Ese road	Irun Akoko	Surface Dressed	3km	It needs resurfacing.			
18	Rehabilitation Of Otolomi Road (Linking Total Filling Station), Ikare Akoko	Ikare	Surface Dressed road	0.360	It is a surface Dressed road in the heart of Ikare town that has damaged and needs to be repair			
19	Construction Of Existing Earth Road Linking Igasi-Akoko To Okeagbe Akoko	Igasi	Earth road	10.500	Igasi – Okeagbe road needs to be fully constructed by surface dressing the road			
20	Rehabilitation Of Arigiya Junction - Atikuwa Street - Iku Road Junction, Ikare Akoko Ondo State	Ikare	Asphaltic road	0.400	It has damaged and needs to be rehabilitated			
21	Rehabilitation Of Temidire Street, Ugbe Akoko	Ugbe	Earth road constructed with Drains both sides	0.300	It is an earth road with drains both sides. It has to be constructed to asphalt level			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
22	Rehabilitation Of Erusu Health Center Road, Erusu Akoko	Erusu	Earth road	1.200	An earth road that leads to health centre. It needs to be rehabilitated			
	(B) Owo Division							
23	Aketi Street, Ijebu-Owo	Ijebu-Owo	Earth Road	0.600	It needs rehabilitation			
24	New Street Road,Ipele	Ipele	Asphaltic road	1.100	It needs rehabilitation			
25	Market Road,Emure-Ile	Emure	Asphaltic road	1.200	It needs rehabilitation			
26	Iyere Township Road,Iyere	Iyere	Asphaltic road	2.500	It needs maintenance			
27	Mobil/Fmc Road,Owo	Owo	Asphaltic road	2.000	It needs maintenance			
28	Ifon Township Road,Ifon	Ifon	Asphaltic road	1.600	It needs maintenance			
29	Oke-Luse Township Road	Oke-Luse	Asphaltic road	2.600	Needs maintenance			
30	Araromi Street Road,Ifon	Ifon	Asphaltic	0.800	Needs maintenance			
31	Igbanasa – ulale road Ijebu-Owo	Ijebu-Owo	Asphaltic road	3.50	Needs maintenance			
32	Uso College Road,Uso	Uso	Asphaltic road	0.600	Needs Rehab/maintenance			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
33	Broad Street,Ido-Ani	Idoani	Asphaltic road	3.500	It needs rehabilitation			
34	Gulley Eroded portion/failed Box Culvert at Sabo along Ifon/Ikaro Road, Ifon	Ifon	Asphaltic road	0.200	It needs rehabilitation			
35	Isuada Entrance Road,Isuada.	Isuada	Asphaltic road	0.700	It needs rehabilitation			
36	Okedo Street Road,Ido-Ani	Idoani	Asphaltic road	1.300	It needs rehabilitation			
37	Awolowo Street Road, Emure-Ile	Emure	Asphaltic road	1.100	It needs rehabilitation			
38	Clerk's Quarters/Lafia Junctn Road	Owo	Asphaltic road	1.200	It needs rehabilitation			
39	Aralepo Street Road,Owo	Owo	Asphaltic road	1.200	It needs rehabilitation			
40	Sabo/Ikaro Street Road,Ikaro-Ifon	Ikaro	Asphaltic road	3.500	It needs rehabilitation			
41	Broad Street,Ipele	Ipele	Asphaltic road	1.500	It needs rehabilitation			
42	Ajanaku Street Road,Owo	Owo	Asphaltic road	0.600	It needs rehabilitation			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
43	General Hospital Road, Ido-Ani	Idoani	Asphaltic road	0.500	It needs rehabilitation			
44	Olamojuba Street Road,Ijebu-Owo	Ijebu-Owo	Asphaltic	0.300	It needs rehabilitation			
45	Ola-Oluwa Street Road,Idashen	Owo	Asphaltic road	0.900	It needs rehabilitation			
Central District (a)Akure Division								
1	Maintenance Of Adegbola Junction -Baydock Filling Station Ayedun -Sacred Heart Seminary Junction Araromi, Akure	Akure	Asphaltic road	1.200	It needs maintenance			
2	Rehabilitation of afere link road, owode/ayedun transformer junction, akure	Akure	Surface dressed road	0.850	It needs maintenance			
3	Maintenance of davog - kajola - oda road, akure	Akure	Asphaltic road	2.000	It needs maintenance			
4	maintenance of oke arata (b) road (eco bank junction arakale iro junction)	Akure	Asphaltic road	0.850	It needs maintenance			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
5	Maintenance of gbogi street and link roads to oba adesida road, akure	Akure	Asphaltic road	0.800	It needs maintenance			
6	Maintenance of high school road, off ilesha/akure express	Akure	Asphaltic road	2.700	It needs maintenance			
7	Maintenance of Igbara-Oke township loop road (1 st junction along Ilesa express - township - 2nd junction along Ilesa express	Igbara-Oke	Asphaltic Road	5.200	It needs maintenance			
8	Maintenance of Isikan Street road, Oke Aro/Eyinke community (St Thomas's Arakale junction-odiolowo junction)	Akure	Asphaltic Road		It needs maintenance			
9	Maintenance of Leo junction - education office - Ayeidun transformer junction, Ayeidun, Akure	Akure	Asphaltic Road	2.200	It needs maintenance			
10	Maintenance of Ministry of Works, Transport and	Akure	Asphaltic Road		It needs maintenance			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
	Physical Planning Premises							
11	Maintenance of Nnpc Alagbaka - Otenioro Edo Lodge Oke Ijebu link road, Akure	Akure	Asphaltic Road	2.000	It needs maintenance			
12	Maintenance of first gate/second gate loop, oba ile estate akure	Akure	Asphaltic Road	0.700	It needs maintenance			
13	Maintenance of mother and child road(oke aro junction- arisoyin/ibi press junction- bolajoko junction), Akure	Akure	Asphaltic Road	2.200	It needs maintenance			
14	Rehabilitation of st josephs' road, idanre	Idanre	Surface Dressed Road	0.480	It needs maintenance			
15	Maintenance of sijuwade hospital link darmy bus stop ijoka road (ojuenla area)	Akure	Asphaltic Road	1.150	It needs maintenance			
16	Maintenance of ajipowo road access road off ond road, akure	Akure	Earth road	0.382	It needs maintenance			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
17	Maintenance of broad street/commercial junction - opa junction (regard filling station), idanre	Idanre	Asphaltic road	0.700	It needs maintenance			
18	Maintenance of agunloye st (failed portion), off ondo road akure	Akure	Asphatic road	0.100	It needs maintenance			
19	Maintenance of college road ogbese	Ogbese	Surface dressed	1.250	It needs maintenance			
20	Maintenance of owe akala junction - muslim college - igbo church, oshinle, akure	Akure	Asphaltic road	1.100	It needs maintenance			
21	Construction of school health technology akure access road(gate)	Akure	Earth road	0.300	It needs maintenance			
22	Rehabilitation of anglican mission road, odo-igbehin street, ilara-mokin	Ilara Mokin	Earth road	0.250	It needs maintenance			
23	Maintenance of majo street, Idanre	Idanre	Asphaltic road	0.80	It needs rehabilitation			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
24	Alhaji B ALLI STREET, IDANRE	Idanre	Asphaltic road	0.60	It needs rehabilitation			
25	Maintenance of owena roundabout - fed secretariat gate,akure	Akure	Asphaltic road	1.40	It needs rehabilitation			
26	Construction works at civil defence premises,alagbaka,akure	Akure	Earth road		It needs rehabilitation			
27	Rehabilitation of basic health centre road idanre	IDANRE	EARTH	1.2KM	It needs rehabilitation			
28	Maintenance of Ministry of Information Premises (Car Park Area), Alagbaka,Akure	Akure	Asphaltic road		It needs rehabilitation			
29	Construction of culvert at Ehin Ala street,off leo/Aiyedun Road, Akure	Akure			Construction of Culvert is required to bridge the road			
30	Rehabilitation of state specialist hospital internal roads, akure	Akure	Asphaltic road	1.02	It needs rehabilitation			
31	Construction of olatin street, iro quarters, ilara mokin	Ilara	Earth road	0.45	It needs rehabilitation			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
32	Construction of uba/bakare road, ilara-mokin	Ilara	Earth road	0.61	It needs rehabilitation			
33	Construction of fabunmi avenue road, off oda road, akure	Akure	Earth road	0.40	It needs rehabilitation			
34	Construction of Basaru/ Adetogo Link Road, off Ajipowo Access Road, Akure	Akure	Earth road	0.64	It needs rehabilitation			
35	Construction of SUBEB junction - Sijuade junction link road, Akure	Akure	Earth road	1.00	It needs rehabilitation			
36	Construction of high court road, igbara-oke	Igbara-Oke	Earth road	0.6	It needs rehabilitation			
37	Construction of culvert at ifelodun street, off, ondo akure	Akure	culvert		Construction of Culvert is required to bridge the road			
38	construction of r.c channel on elegin river at dele ojo street, sholagbade area, oshinle, akure	Akure	Channel		Construction of Reinforced Concrete channel is required			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
39	construction of dele ojo road, off falodun street akure	Akure	Earth road	0.56	It needs rehabilitation			
(b)Ondo Division								
1	Maintenance of secretariat road, bolorunduro ondo	Bolorunduro	Asphaltic road	0.5	It needs maintenance			
2	Maintenance of okeranse road, ondo	Ondo	Asphaltic Road	0.2	It needs maintenance			
3	Maintenance of okegbogi road, ondo	Oke Igbo	Asphaltic Road	4.0	It needs maintenance			
4	maintenance of oke okuta- oke ayadi - okerowo road, ondo	Ondo	Asphaltic Road	0.25	It needs maintenance			
5	Maintenance of oke okuta- oke ayadi - okerowo road, ondo	Ondo	Asphaltic Road	1.2	It needs maintenance			
6	Maintenance of st" stephen secondary school junction - celestial road, odosida , ondo	Ondo	Asphaltic Road	0.4	It needs maintenance			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
7	Maintenance of oba adesanoye civic centre road,ondo	Ondo	Asphaltic Road	0.5	It needs maintenance			
8	Maintenance of ile oluji township road	Ile Oluji	Asphaltic Road	5.5	It needs maintenance			
9	Maintenance of esso - oke odunwo - odojomu - oka road,ondo	Ondo	Asphaltic Road	3.6	It needs maintenance			
10	Maintenance of celestial church road,odosida , ondo	Ondo	Asphaltic Road	0.15	It needs maintenance			
11	Maintenance of bolorunduro road, ondo	Bolorunduro	Asphaltic Road	1.55	It needs maintenance			
12	Maintenance of Barrack road - oke oshun junction , ondo	Ondo	Asphaltic Road	0.20	It needs maintenance			
13	Construction of erosion control channel & failed culvert at Akinwande Street, Ondo	Ondo	Asphaltic Road		It needs maintenance			
14	Construction Of Ajanuwa Road, Off Stadium Road, Ondo	Ondo	Earth Road	0.500	It needs maintenance			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
15	Construction Of Ayeferere Road, Oke-Lisa, Ondo	Ondo	Asphaltic Road	0.550	Construction of the existing road is required			
16	Construction Of Sora Street Road, Ondo	Ondo	Earth Road	0.328	Construction of the existing road is required			
17	Construction Of Mosafunwonto Road, Barrack, Ondo	Ondo	Earth Road	0.500	Construction of the existing road is required			
18	Construction Of Sao City Estate Road, Off Pele Road, Ondo	Ondo	Earth Road	0.900	Construction of the existing road is required			
19	Construction Of Arilekolasi Road, Ondo	Ondo	Earth Road	0.750	Construction of the existing road is required			
20	Rehabilitation Of Lota Road, Ile Oluji	ILE OLUJI	Surface dressed	1.2km	It needs refurfacing			
SOUTHERN DISTRICT (a) Ore Division								
1	Maintenance of Ore-Okitipupa Road	Ore/Okitipupa	Asphaltic Road	3.700	It needs maintenance			
2	Maintenance of Police Station Road, Ore	Ore	Asphaltic Road	1.200	It needs maintenance			
3	Maintenance of Ajagba-	Ajagba/	Asphaltic	27.200	It needs maintenance			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
	Iyansan Road	Iyansan	Road					
4	Rehabilitation of Gboroye Street, Ode-Irele	Irele	Earth Road	0.400	It needs maintenance			
5	Maintenance of Enu-Owa Road, Araromi-Obu	Araromi-Obu	Surface Dressed Road	0.350	It needs maintenance			
6	Rehabilitation of Odofin Street, Ajue	Ajue	Earth Road	1.800	It needs maintenance			
7	Rehabilitation of Alafia Street, Igbobini	Igbobini	Earth Road	0.350	It needs maintenance			
8	Rehabilitation of Abai Ojo Street, off Iluagbo Road, Igbobini	Igbobini	Earth Road	0.750	It needs maintenance			
9	Maintenance of Ore Township Road	Ore	Asphaltic Road		It needs maintenance			
10	Rehab of Baka Street, Igbobini	Igbobini	Earth Road	1.000	It needs Rehabilitation			
	(b) Okitipupa Division							
11	Maintenance of Igbotako Township road, Igbotako	Igbotako	Asphaltic Road	1.400	It needs maintenance			
12	Maintenance of Ikoya-Igbotako Road	Ikoya/Igbotako	Asphaltic Road	13.200	It needs maintenance			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
13	Maintenance of Local Government Secretariat Road, Okitipupa	Okitipupa	Asphaltic Road	0.400	It needs maintenance			
14	Maintenance of Ode-Aye Township Road	Ode Aye	Asphaltic Road	3.700	It needs maintenance			
15	Maintenance of Police Station Road Idepe, Okitipupa	Okitipupa	Asphaltic Road		It needs maintenance			
16	Maintenance of Okitipupa-Igbodigo-Igbokoda Road	Okitipupa	Asphaltic Road	14.200	It needs maintenance			
17	Maintenance of Halibu Street, Okitipupa	Okitipupa	Asphaltic Road	3.500	It needs maintenance			
18	Maintenance of Igbotako-Erekiti Road	Igbotako	Asphaltic Road	3.500	It needs maintenance			
19	Maintenance of Apata Street, Okitipupa	Okitipupa	Asphaltic Road	1.700	It needs maintenance			
20	Maintenance of Akinubi Street, Okitipupa	Okitipupa	Asphaltic Road	0.600	It needs maintenance			
21	Rehab of Ibugbe Alafia Road, Kiribo	Kiribo	Earth Road	0.800	It needs Rehabilitation			
22	Rehab. Of Kalasuwe	Sabomi	Earth road	0.85	It needs Rehabilitation			

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S/N	Name of Road	Location	Category	Capacity / Length of Road(km)	Remarks/Recommendation	Quick Wins	Medium Term	Long Term
	Quarters' road, Sabomi							
23	Rehabilitation of Mosafejo Street, Kiribo	Kiribo	Earth road	1.000	It needs Rehabilitation			
24	Rehab. Of Ebimara linkage Road, Kiribo	Kiribo	Earth Road	1.000	It needs Rehabilitation			
25	Rehabilitation of Sabomi Township – Iditala Junction, linking Irele – Agadagba Road	Sabomi	Earth Road	6.000	It needs Rehabilitation			
26	Rehabilitation of L.G road, Igbekebo	Igbekebo	Earth Road	1.000	It needs Rehabilitation			

3.3.7.2 On-going Road Projects to be reviewed and completed (By Contract)

List of on-going projects in Ondo state

S/N	PROJECT DESCRIPTION	LENGTH (KM)	LOCATION	% COMP.	REMARKS	TIME LINE		
						Quick win	Medi um term	Long Term
A	NORTHERN SENATORIAL DISTRICT							
1	Construction of Imeri Bridge (over Ose river)		Imeri	80%	The contractor has vacated site and has no pending payment with the Government	✓		
2	Rehabilitation of Oke Oka-Okia Oka (1.5km)	1.5	Oka	30%	Alternative route that will bypass the existing high gradient road has be identified new road Alignment be process for design and award			✓
3	Construction of Gedegede bridge			80%	Determined and Re-awarded to Borini Prono	✓		
4	Rehabilitation of Ayegunle-Iwaro- Ebo (7.05km)	7.05	Iwaro	80%	To be Determined	✓		
5	Rehabilitation of Oba-Akoko – Ikun – Afo – Idoani Road (19km	19.0	Ikun/ Afo/ Idoani	97%	completed. Length of road tarred 19.5km. some section of the road has failed	✓		

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S/N	PROJECT DESCRIPTION	LENGTH (KM)	LOCATION	% COMP.	REMARKS	TIME LINE		
6	Rehabilitation of Emure-Eporo road (10.73km)	10.73	Emure/Eporo	39%	To be Determined		✓	
7	Rehabilitation of Ikare Township Roads Zone A (18.575km)	18.575	Ikare	72%	To be Determined	✓		
8	Construction/Asphalt Overlay of Adekunle Ajasin University Akungba-Akoko (9.073km)	9.073	Akungba	82%	On-going	✓		
9	Asphalt Overlay in Akoko Axis (Phase 1) 17.84km	17.84	Akoko towns	48.00%	Contract to be determined	✓	✓	
10	Asphalt Overlay in Owo/Ose Axis 10.79km	10.79	Owo/Ose	99%	Completed SCC is being processed, length of road tarred is 10.79km			
11	Re-Construction of Twin Box Culvert and 100m channelization of Ujala river at Ishokun -Odo street,Owo		Owo	60%	Contractor have left site complained of funds		✓	
12	Re-Construction of Twin Box Culvert and 300m channeization of Ujala river at Idimepen Street, Owo		Owo	28%	Contractor have left site complained of funds		✓	✓
13	Re-Construction of Twin Box Culvert and 150m channelization of		Owo	10%	contract to be determined			

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S/N	PROJECT DESCRIPTION	LENGTH (KM)	LOCATION	% COMP.	REMARKS	TIME LINE		
	Ujala river at Iregun Street, Owo						✓	✓
14	Re-Construction of Twin Box Culvert and 200m channeization of Ujala river at police station street ,Owo		Owo	60%	Contractor have left site complained of funds		✓	✓
15	Rehabilitation/Asphalt Overlay of Ikare Ajowa-Ondo State Boundary (29km)	29.0	Ikare/Ajowa	75%	On-going	✓		
16	Rehabilitation of Ikare -Ugbe-Ise Akoko/Ugbe Alapata Regioner Market-Frist Bank Road Ikare(22.3km)	22.3	Ikare/ Ugbe/ Ise	95%	Substantially completed RETC on additional road (Alapata international market L.G secretariat road) is receiving attention at STB	✓		
17	Asphalt Overlay of Existing Surface Dressed Roads in Akoko 18.985km (Phase II)	18.985	Akoko Towns	40%	contractor complained of not payment of certificate	✓		
	CENTRAL SENATORIAL DISTRICT							
18	Rehabilitation of Ondo –Laje Road (27.2km)	27.2	Ondo/Laje	88%	Contract to be concluded. It was awarded as surface dressed road and section of			

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S/N	PROJECT DESCRIPTION	LENGTH (KM)	LOCATION	% COMP.	REMARKS	TIME LINE		
					the road has been design and up grade to asphaltic surface	✓		
19	Rehabilitation of INEC/WAEC-ELSHADDAI (4.2km)	4.2	Akure	32%	RETc under Processing	✓		
20	Rehabilitation of Bolorunduro Fagbo (8km)	8.0	Ondo	70%	To be Determined	✓	✓	
21	Rehabilitation/Asphalt Overlay of FUTA – Aule road (5.15km)	5.15	Akure	76%	contractor has left site complained of Non payment of certificate	✓		
22	Rehabilitation/Asphalt Overlay of Akure Phase III (18.28km)	18.28	Akure	80%	To be terminated & re-warded	✓		
23	Dualisation of mobil Junction-Oba Ile-Akure Airport Junction (8.950km)	8.95	Akure/Oba-Ile	80%	On-going	✓		
24	Dualisation of Itanla-Ademulegun Roundabout-Surulere-Idishin-Akure Garage, Ondo (9.75Km)	9.75	Ondo	85%	On-going	✓		
25	Construction of Access Road to Adaba F.M Station (1.609km)	1.609	Ilara-mokin	61.26%	contractor has abandoned site		✓	

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S/N	PROJECT DESCRIPTION	LENGTH (KM)	LOCATION	% COMP.	REMARKS	TIME LINE		
26	Provision of Bus stop shelter (Oba Adesida Corridor) Akure		Akure	78%	contractor has left site complained of non-payment of certificate	✓		
30	Installation of Street Light along Fiwasaye Girls Grammar School-Mobil Junction - Oba Ile-Akure Airport Junction Akure (8.9km)	8.9	Akure/Oba-Ile	10%	contractor is waiting further progress in the site of the civil contractor		✓	
31	Installation of Light Itanla-Ademulegun Road Idisin (9.75km)	9.75	Ondo	68.00%	contractor is not presently on site ,letter issued already	✓		
32	Construction of Sunshine Estate Internal Network roads Oba Ile (4.2km)	4.2	Oba-Ile	80%	RETc under Processing at STB	✓		
33	Construction of Sunshine Garden Estate internal Network roads, Oda raod. Akure .	6.62	Akure	20%	RETc under Processing at STB	✓		
34	Re-Cons. of Olisaro/Prowerline-Shola Gbade Stree-Shinle/ Super Deji Aliu Stree, Akure (2.7km)	2.7	Akure	75%	contractor has left site complained of Non payment of certificate	✓	✓	✓
36	Construction of Ademulegun Roundabout -Idisin Yaba Akure Motor park carriageway phase ii		Akure	82.17%	% drop as a result of RETC approval	✓		

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S/N	PROJECT DESCRIPTION	LENGTH (KM)	LOCATION	% COMP.	REMARKS	TIME LINE		
37	Construction of Off-Street Parking Lot along Oba Adesida-Oyemekun Road, Akure		Akure	90%	contractor has left site complained of non-payment of certificate	✓		
38	Construction of Internal road Network at Ilekun Housing Estate, Oda Road Akure (1.418km)	1.418	Akure	95%	RETc under Processing at STB	✓	✓	
39	Rehabilitation of Access road to Royal Birds Motel /Kayode Adinlewa Alagbaka Akure	1.89	Akure	68%	RETc under Processing at STB		✓	
40	Rehabilitation of Access & internal road of St Peter unit school Akure (1.50km)	1.5	Akure	60%	RETc under Processing at STB		✓	
45	Construction/Rehabilitation of Ijapo Housing Estate Roads 2.817km	2.817	Akure	58.00%	contractor has left site complained of non-payment of certificate		✓	
46	Rehabilitation of Selected Roads in Ondo Town Group III (7.11km)	7.11	Ondo	78.00%	On-going		✓	
47	Asphalt Overlay in Akure Axis (24.978km) (Phase II)	24.978	Akure	60.70%	contractor has left site complained of non-payment of certificate		✓	

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S/N	PROJECT DESCRIPTION	LENGTH (KM)	LOCATION	% COMP.	REMARKS	TIME LINE		
48	Asphalt Overlay of Access Road Linking Adesida/Arakale Road, Akure (5.935km)	5.935	Akure	50.00%	contractor has left site complained of non-payment of certificate	✓		
49	Construction of Itanla junction Ademulegun roundabout road segment Ondo as a dual carriageway 5.450km) (phase I)	5.45	Ondo	80.77%	% drop as a result of RETC approval		✓	
50	Dualisation of mobil Junction-Oba Ile-Akure Airport Junction (8.950km)	8.95	Akure/Oba-Ile	56%	On-going		✓	
51	Rehabilitation of Atibiti Layout road,Ijapo Akure 2.984km	2.984	Akure	43%	On-going		✓	
SOUTHERN SENATORIAL DISTRICT								
52	Rehabilitation of Ore-/Odigbo Road (10.69Km)	10.69	Ore	80%	To be determined	✓		
53	Rehabilitation of Akinfosile/Erekiti-Ayede-Ayila (4.577Km)	4.577	Akinfosile/Ayila	51%	To be determined		✓	
54	Rehabilitation of Ajue-Oro-Aponla road (12.90km)	12.9	Ajue/Aponla	36%	Determined & rewarded		✓	

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S/N	PROJECT DESCRIPTION	LENGTH (KM)	LOCATION	% COMP.	REMARKS	TIME LINE		
55	Rehabilitation of Ore extension (5.712Km)	5.712	Ore	50%	To be determined	✓		
56	Rehabilitation of Olo Junction- Igborowo-Temidire-Alaya mesan road (14km)	14	Igborowo/ Temidire	66%	To be determined	✓		
57	Rehabilitation of Ajagba-iju Osun- Akotogbo (17.205km)	17.205	Ajagba/ Akotogbo	46%	To be determined	✓		
58	Rehabilitation of Ode-Aye – Igbotako (12.5km)	12.5	Odeaye/ Igbotako	56%	To be determined	✓		
59	Construction of Access roads within Ondo State University of Technology Okitipupa (7.579Km)	7.579	Okitipupa	42%	To be determined	✓		
61	Asphalt Overlay in Ile-Oluji Axis (5km) Phase I	5	Ile-Oluji	51%	On-going	✓		
62	Rehabilitation of Ore Township Road (6.46km)	6.46	Ore	35%	contractor has left site complained of non payment of certificate	✓		
63	Asphalt Overlay of Surface Dressed Road in Ile-Oluji Axis Ondo State (3.85km) Phase ii	3.85	Ile-Oluji	64%	On-going	✓		

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S/N	PROJECT DESCRIPTION	LENGTH (KM)	LOCATION	% COMP.	REMARKS	TIME LINE		
64	Construction of Igbesin Oloto - Igbo Egunrin Maintedo junction		Oloto/ Igboegunrin	75.00%	RETC undergoing proccessing		✓	
65	Rehabilitation/Asphalt overlay of Ajue -Oro -Aponla 12.90km phase I	12.9	Ajue/Aponla				✓	

3.3.7.3 Proposed New construction by Contract (URBAN)

S/N	PROPOSED ROADS	REMARKS
1.	Rehab. Of Owo – Ikare road	
2.	Dualisation of Akure – Ado road	
3.	Dualisation of Akure –Ilesha- Owo/Ipele Junction	
4.	Dualisation of Ore- Ondo-Akure road	
5.	Coastal roads Ondo state – Lagos State	
6.	Ipele junction – Isua - Kabba Federal road	
7.	Improvement to Inter and intra city roads	
8.	Construction of Akure external ring roads	
9.	Extention of Const. Ugbonla – Aiyetoro road	
10	Rehab	

Repair all Defective Plants and Procure New Ones

S/N	Description of plant/vehicle	Plant/vehicle reg. Number	Present condition	Location	Quick Wins	Medium Term	Long Term
1	CAT Grader 120H	ODP 2165	Serviceable	Akure	➤		
2	Mack low loader	ODV 2160	Serviceable	Akure	➤		
3	CAT Excavator	ODP 217	Serviceable (Under Repair)	Ore		➤	
4	CAT D9T Bulldozer	ODP 2114	Serviceable	Akure	➤		
5	Actross Low bed	ODV 149	Serviceable	Akure	➤		
6	CAT D6 Bulldozer	ODP 2111	Serviceable	Akure			➤
7	MAN Diesel Tipper	ODV 2155	Serviceable	Akure	➤		
8	MAN Diesel Tipper	ODV 2156	Serviceable but faulty	Akure	➤		
9	MAN Diesel Tipper	ODV 2157	Serviceable but faulty	Akure			➤
10	MAN Diesel Tipper	ODV 2158	Serviceable	Akure	➤		
11	MAN Diesel Tipper	ODV 2159	Serviceable	Akure	➤		
12	Ateco Tipper	ODV 2152	Serviceable but faulty	Akure	➤		

S/N	Description of plant/vehicle	Plant/vehicle reg. Number	Present condition	Location	Quick Wins	Medium Term	Long Term
13	CAT Grader 140H	ODP 2161	Serviceable but faulty	Akure	➤		
14	Steyr Tractor	ODP 358	Serviceable	Akure	➤		
15	Steyr Tractor	ODP 362	Serviceable	Akure	➤		
16	CAT Payloader	ODP 2170	Serviceable	Akure	➤		
17	CAT Payloader	ODP 2171	Serviceable	Akure	➤		
18	CAT Payloader	ODP 2173	Serviceable but faulty	Akure		➤	
19	Ingersoll Vibrating Roller	ODP 217	Serviceable	Akure	➤		
20	Ateco Flat Lorry	ODV 714	Serviceable	Akure	➤		
21	Phoenix Chipping Spreader	ODP 2172	Serviceable	Akure	➤		
22	International Tar boiler	ODV 2161	Serviceable	Akure	➤		
23	International Tar boiler	ODV 2162	Serviceable	Akure	➤		
24	CAT D6 Bulldozer	ODP 2110	Serviceable but faulty	Akure	➤		
25	CAT D7 Bulldozer	ODP 2107	Serviceable but faulty	Akure			➤
26	CAT Backhoe loader	ODP 2166	Serviceable	Akure	➤		
27	Ateco Hiab	ODV 2134	Serviceable but faulty	Akure			➤
28	Actross Lowloader	ODV 711	Serviceable but faulty	Akure		➤	
29	Fiat Hitachi Bulldozer	ODP 2109	Serviceable but faulty	Akure	➤		
30	Bedford Watertanker	OD 38 A10	Serviceable	Akure			➤

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S/N	Description of plant/vehicle	Plant/vehicle reg. Number	Present condition	Location	Quick Wins	Medium Term	Long Term
31	Ateco Water Tanker	ODV 2116	Serviceable but faulty	Akure	➤		
32	CAT D8K Bulldozer	ODP 2113	Serviceable but faulty	Akure	➤		
33	CAT 950G Payloader	ODP 2026	Serviceable but faulty	CAC Iro, Akure	➤		
34	CAT Scrapper	ODP 970	Serviceable but faulty	Akure	➤		
35	Atlas Copco Compressor	ODP 1025	Serviceable but faulty	Akure	➤		
36	Dynapac Hand Roller	ODP 212	Serviceable	Akure	➤		
37	CAT Vibrating Roller	ODP 213	Unserviceable	Akure			
38	Fiat Hitachi Pay loader	ODP 2021	Serviceable but faulty	Akure	➤		
39	CAT Rosco Patcher	ODP 2160	Serviceable	Akure			
40	Mack Trailer head	LG 14 KTP	Serviceable but faulty	Akure		➤	
41	DC Welding machine	ODP 432	Serviceable	Akure	➤		
42	DC Welding machine	ODP 434	Unserviceable	Akure	➤		
43	Ford Tractor	ODP 354	Serviceable but faulty	Akure	➤		
44	Champion Grader	-	Unserviceable	Akure	➤		
45	Komatsu Grader	-	Unserviceable	Akure	➤		
46	Milling machine	ODP717	Serviceable	Akure	➤		
47	3-jaw chuck Lathe machine	ODP 720	Serviceable	Akure	➤		
48	4-jaw chuck Lathe machine	ODP 934	Serviceable	Akure			

S/N	Description of plant/vehicle	Plant/vehicle reg. Number	Present condition	Location	Quick Wins	Medium Term	Long Term
49	Horizontal drilling machine	-	Serviceable	Akure	➤		
50	Vertical drilling machine	ODP 408	Serviceable	Akure			
51	Tap and die machine	-	Serviceable	Akure		➤	
52	Vulcanizing compressor	-	Serviceable	Akure	➤		
53	CAT Grader 120H	ODP 2163	Serviceable but faulty	Okitipupa	➤		
54	CAT Grader 120H	ODP 2166	Serviceable but faulty	Okitipupa	➤		
55	Steyr Tractor	ODP 369	Serviceable	Okitipupa	➤		
56	Steyr Tractor	ODP 357	Serviceable but faulty	Okitipupa	➤		
57	CAT Payloader 950G	ODP 2027	Serviceable but faulty	Okitipupa	➤		
58	Vibrating Roller	ODP 212	Serviceable but faulty	Okitipupa	➤		
59	Vibrating Roller	ODP 215	Serviceable but faulty	Okitipupa			
60	Ateco Tipper Lorry	ODV 2153	Serviceable but faulty	Okitipupa	➤		
61	Steyr water tanker	ODV 2114	Serviceable but faulty	Okitipupa			
62	CAT Grader 120H	ODP 2169	Serviceable but faulty	Owo		➤	
63	Steyr Tractor	ODP 363	Serviceable	Owo	➤		
64	Ingersoll Vibrating Roller	ODP 218	Serviceable	Owo	➤		
65	Ateco Water Tanker	ODV 2115	Serviceable	Owo	➤		

S/N	Description of plant/vehicle	Plant/vehicle reg. Number	Present condition	Location	Quick Wins	Medium Term	Long Term
66	CAT Payloader 926E	ODP 2023	Unserviceable	Owo	➤		
67	CAT Backhoe loader	ODP 2164	Serviceable but faulty	Owo	➤		
68	CAT Excavator	ODP 2169	Serviceable but faulty	Owo	➤		
69	Old CAT Grader(TANPA)	-	Unserviceable	Owo	➤		
70	CAT Grader 120H	ODP 2167	Serviceable	Ikare			
71	CAT Backhoe loader	ODP 2165	Serviceable but faulty	Ikare	➤		
72	CAT Vibrating Roller	ODP 216	Serviceable but faulty	Ikare			
73	Steyr Tractor	ODP 359	Serviceable	Ikare		➤	
74	Ateco Tipper	ODV 2154	Serviceable but faulty	Ikare	➤		
75	Komatsu D115 Bulldozer	ODP 2112	Unserviceable	Ikare	➤		
76	Komatsu320WA Pay loader	ODP 2024	Unserviceable	Ikare	➤		
77	CAT Grader 120H	ODP 2168	Serviceable but faulty	Ondo	➤		
78	CAT Backhoe LOADER	ODP 2160	Serviceable	Ondo		➤	
79	CAT Vibrating Roller	ODP 214	Serviceable	Ondo	➤		
80	CAT Pay loader	ODP 2025	Serviceable but faulty	Ondo	➤		
81	Steyr Tractor	ODP 360	Serviceable	Ondo	➤		
82	AC Electric welding machine	ODP 435	Serviceable	Akure	➤		

S/N	Description of plant/vehicle	Plant/vehicle reg. Number	Present condition	Location	Quick Wins	Medium Term	Long Term
83	AC Electric welding machine	ODP 436	Serviceable but faulty	Akure		➤	

3.3.7.4 Principle of Project Selection

- Level of road network failure
- Reduction of traffic congestion in the urban cities.
- Increment of accessibility to capital facilities in the State e.g. Airport.
- Ensuring long term sustainability of road network.

3.3.8 Sources of Programme and project Funding

The sources of funding include:

1. Budget allocation from state government revenue
2. User charges or Taxation, and road tolls.
3. Private sector funding through investment e.g concession.
4. Multilateral/Bilateral Donor agencies.
5. Infrastructural Development Bank

3.3.9 Governance Analysis

3.39.1 Role of Government in Provision and Maintenance of Road.

- The Government shall formulate and enforce legislation for the sustenance of road infrastructure, its funding and its implementation. The Government shall also domesticate in the state the National road policy.

3.3.9.2 Size and Structure of the Sector

- Ministry of works to continue with its statutory responsibilities of design, construction and major rehabilitation of roads while OSARMCO should carry out all road maintenance activities under the supervision of Ministry of Works, to avoid duplication of efforts and dichotomy between the two bodies.

3.3.9.3 Professionalism

- Ensuring efficient, effective and adequate manpower infrastructure. This involves training and retraining of existing personnel particularly in areas of best practices in the sub-sector. It also involves recruiting competent and well trained professionals to fill the manpower gaps as noticeable.

3.3.10 Monitoring/Result Based Framework

To achieve this, there is need to:

- Maintain statewide monitoring of road networks
- Promote Community participation in monitoring and evaluation.
- Ensure feedback of information to promote planning and policy adjustment.
- Engender data base collection on road usage
- Ensure adherence to checklist of deliveries of mission and vision statement for sustainability.
- Measure of swiftness to response to defects complaints.

3.3.11 Recommendation.

1. Pay adequate attention to maintenance of existing road networks by earmarking adequate resources for road maintenance.
2. Put in place machineries that will lead to construction and realization of a coastal road linking ondo state with Lagos state.
3. Endeavour to dualise exit/entry roads into Ondo state with the advantage to improve social- economic activities.

The roads are:

1. Akure – Ado road - to enhance Akure airport patronage
2. Akure –Ilesha- Benin Road – To open up socio-economic activities along Ibadan/Ife/Benin axis.
3. Ore- Ondo-Akure road - To open up socio-economic activities along Benin/Shagamu/Ijebu Ode Axis.

4. Put in place machineries that will lead to rehabilitation of Ipele – Isua - Kabba Federal road – to reduce mortality rate along Owo- Oba- Akungba –Oka –Isua Roads. It is also the fastest route linking Ondo State with Abuja and has best vertical alignment for heavy duty vehicles.
5. Embark on external ring roads in Akure.
6. From time to time improve the existing intra-inter-city roads and embark on construction of new ones in the major cities and towns in Ondo state.
7. Revive the culture of conducting traffic sensor on our roads.
8. Empower Local Government to open up and maintains the rural roads.
9. Embark on research, training and capacity building.
10. Ensure institutional framework..OSARMCO to revert back to its original/old structure as captured in the legislation.
11. Ensure there are provisions for service ducts and railways lines when road designs are carried out.
12. Construction of Coastal roads from Ondo state – Lagos State
13. Repair of all defective plants and equipment
14. Procure new equipment

3.3 RAIL TRANSPORTATION

3.4.1 OVERVIEW

Rail transportation system is non-existent in the State now, but by the time the Federal Government executes its proposed two rail lines i.e Lagos- Shagamu-Ore- Benin - Otuoke - Calabar and Ibadan-Oshogbo-Ekiti-Akure-Benin, then Ondo State will be a beneficiary.

3.4.2. PROPOSED ROUTE.

In view of the federal government proposed two rail lines, we hereby propose a rail line that will link the two federal government proposed railway lines, passing through major towns in Ondo state.

RECOMMENDATION OF RAIL TRANSPORTATION

Government should ensure the inclusion of Ondo State in the rail way network of Nigeria (Through : Ekiti station – Akoko- Owo-Akure- Ondo- Ore- Okitipupa – Igbokoda (sea port development)).

3.4 AIR TRANSPORTATION.

3.5.1 OVERVIEW

It is an important and the fastest mode of transportation from a functional perspective, it provides complementary services to other modes; for passengers and freight; on both domestic and international routes. The air transport sub-sector comprises of airports and air transport services.

In Ondo state, we have existing airport in Akure with cargo facility and airstrip in Igodanlisa under deplorable.

3.3.3 Challenges in the Air Transportation subsector

- Poor patronage
- Security

3.5.3 Recommendation.

- State government to liase with Federal Government for upgrade of the airport.
- State government should liase with neighboring state government for better patronage.
- State Government to build a terminal for the airport.
- Encourage more air lines.

3.5 WATER TRANSPORTATION

3.6.1. OVERVIEW

Water transportation is the cheapest means of transport, hence movement of bulky goods such as fuel, mineral, building materials are mostly transported on water. Practically all imports and exports move through water transportation, thus the efficiency or inefficiency of this mode of transportation affects profoundly the cost of imports and the competitiveness of export. Again, this mode of transportation directly or indirectly are large employer of labour especially, if indirect employment such as insurance, customs, haulage, clearance. Storage, free zone activities, sorting out the incoming and outgoing cargo, industrial and other value added activities are considered.

In view of the above, Ondo state has a great potential for a buoyant maritime industry if operated efficiently, having regards that Ondo state has the longest coastline (180km) in Nigeria. Already, a department has been created in the Ministry of Transport and saddled with the following responsibilities under stakeholders

3.6.2. Inland waterways challenges

- Absence of flying boats to carry out the Ministries function
- Department lacks needed funds to maintain and fuel its machines on water
- Lack of professional training on the automated machines procured for the state
- Lack of safety advocacy programmes
- Lack of political will to develop Alape inland port

3.6.3 Roles of Stakeholders (Inland Waterways)

- Regular clearance of water hyacinth and weeds along waterways in Ondo State
- Dredging of shallow and blocked waterways in the marine areas.
- Opening up of creeks for navigational purposes.
- Regular maintenance and inventory keeping of boats and Ferries for all the MDAs in the state
- Repair and maintenance of marine equipment on water e.g super chopper, skeaming boat, amphibious excavator and amphibex 400 E machine (yet to be assembled at the MOT)

- Promotes cooperation with NIMASA on carbotage programmes on the traing of sea farers for the state
- To ensure the enforcement of safety regulation and standards on inland waterways in the state.
- Construction of floating Jetties and thiar maintenance
- Coordination of activities of matitime workers in the state
- Laiasing with FG ministries and parastatals on maritime issues e.g. NIWAMOT, NIMASA etc.

3.6.4. **Proposed Policy Statement, Objectives, Goals and Outcomes**

3.6.3.1 Policy Statement

As captured under transportation

3.6.3.2 **Objective**

- To enhance movement generally.
- To open up Ondo state for development and improvement of social activities
- To allow rural-rural and rural-urban interaction for the exchange of goods and services
- To create new sources of revenue to close resource gap
- Protect the existing waterway from being taking over by physical obstructions (Hyacinth, other weeds and siltation)

3.6.3.3 **Goals**

- Achievement of an adequate and efficient maintenance of existing road network.
- Promotion of private sector investment in upgrade and maintenance of road.
- To improve the socio economic welfare of the citizenry.
- To enhance development of the state.
- To divest Government fund for other sectors

3.6.4. INVENTORY

S/N	Canal Routes	Length	Remarks
	Oronto-Ilepete	6km	Maintenance dredging needed
1	Oroto-Bolowoghu	12km	Already designed and awaiting construction
2	Araromi-Oghoye	96km	Canalisation
3	Amphibex 400E equipment		To be assembled in MOT
	Inland Water Way routes in Ondo State		
4	River oluwa from Okitipupa to Igbokoda		
5	River oluwa from Okitipupa to Ode Irele		
6	Agbabu to Uluagbo		
7	Alape to Lagos		
8	Igbokoda to Aiyetoro		
9	Ayetoro to Awoye		
10	Igbokoda – Ogbekebo – Arogbo		
11	Akotogbo – Oyansan (River Siloko)		
12	Igbokoda – Ogboegunrin		
13	Igbokoda – Atijere through Akata		
14	Ayetoro – Ebute ipare		
15	Arogbo – Safangbo – Biagbini		
16	Biagbini – Apata		
17	Mahin Lagoon		

3.6.5 Proposed Programs and Projects

3.6.4.1 Calendarised programmes and projects

S/N	PROGRAMMES/PROJECTS	Quick Win	Medium Term	Long Term
1	Establish an inland waterway agency			
2	Development of waterways/routes within Ondo State.			
3	Improving the existing jetties and development of new ones.			
4	Development of river port (Alape)			
5	Development of seaport OKLNG zone			
6	Clearing of physical obstruction			
7	Oronto-Ilepete			
8	Oroto-Bolowoghu			
9	Araromi-Oghoye			

3.6.4.2 Principle of Project Selection

- According to the needs of the communities
- Socio – economic development of the riverine area
- Development of the coastal zone of the state to be at par with her contemporaries.
- Need for internally generated revenue for the state.

3.6.5 Sources of programme and project Funding

The sources of funding include:

1. Budget allocation from state government revenue
2. User charges or Taxation, and road tolls.
3. Private sector funding through investment e.g concession.
4. Multilateral/Bilateral Donor agencies.

5. Infrastructural Development Bank

3.6.6 Governance Analysis

3.6.6.1 Role of Government in Provision and Maintenance of Utilities

Government should:

- Ensure adequate maintenance of the existing facilities
- Ensure that the Amphibious machine which is yet to be coupled is done and the yet to be trained operators are also trained

3.6.6.2 Size and Structure of the Sector

Establishment of State Inland Water ways Agency staffed with competent personnel (Example can be borrowed from Lagos State)

3.6.6.3 Professionalism

Ensure that professionalism is enshrined through recruitment of competent personnel and training/retraining of recruited officers

3.6.6.4 Monitoring/Result Based Framework

To achieve this, there is need to:

- Maintain statewide monitoring of waterways networks
- Promote Community participation in monitoring and evaluation.

- Ensure feedback of information to promote planning and policy adjustment.
- Engender data base collection on waterways usage
- Ensure adherence to checklist of deliveries of mission and vision statement for sustainability.
- Measure of swiftness to response to obstruction complaints.

3.6.7 Recommendation.

Government should:

- Establish an inland waterway agency that will develop a robust policy document and implementation of same on water transportation in Ondo State.
- Encourage indigenous involvement in the development of inland waterways as mode of Transportation
- Encourage private sector participation in the water transportation subsector
- Improve on the existing jetties to enhance larger coverage.
- Eliminate physical obstructions in the existing waterways
- Interface with the Federal Government and other relevant agencies for the establishment of deep sea port in Ondo State.
- Develop a waterway from Ondo state – Lagos State.
- State to collaborate/liaise with NDDC to ensure that all dredging and canalization are completed to time. More project should also be advocated.

SECTION 4 ENVIRONMENT SUBSECTOR

4.1 Waste Management.

4.1.1 Overview

Expected Functions of the Waste Management Sub-Sector:

- i. Solid Waste Management; and
- ii. Wastewater Management

4.1.1.1 Solid Waste Management comprises:

- i. Municipal Solid Waste (MSW), which include: Residential or household waste, Commercial waste, Market waste, street sweepings, and some institutional wastes (e.g. from schools, religious centres, etc.);
- ii. Demolition and Construction Waste (D&CW);
- iii. Biomedical/Hospital Wastes;
- iv. Electronic and other hazardous (including some specific industrial) Wastes; and
- v. Agricultural Wastes (essentially from commercial agricultural sources, e.g. abattoirs, agricultural processing industries or plants).

4.1.1.2 Wastewater is usually sub-divided into the following:

- i. Brown water (**conventionally, often referred to as “Sanitation”**, but ‘locally’ understood as: faeces or fecal material or sewage);
- ii. Grey water, which includes wastewater from bathing, kitchen cleaning/cooking activities, and laundry); and
- iii. Storm water, which essentially means rainwater runoff.

Basically, the principles of managing both the solid waste and wastewater are the same. The Management principles or processes include:

Management of waste generation, with the primary objectives as:

- Reduction in the volume or quantity of the generated wastes; and
- Elimination (or reduction as much as possible where elimination is impossible) in the level of the waste toxicity.

Management of waste handling and storage, with the primary objectives as:

- Ensure that ‘all’ generated wastes are appropriately and sanitarly stored (or contained); and
- Environmental aesthetics (beauty) are preserved or maintained with no littering or waste ‘flying around’

Management of waste collection and transfer/transportation, with the primary objectives as:

- Collection and transfer/transportation to be sanitarly done;
- Collection and transfer/transportation to be cost-effective; and
- The process of collection and transfer/transportation does not create nuisance or inconvenient the public and neither the crew (collectors).

Management of waste treatment, disposal and material recovery (or recycling), with the primary objectives as:

- Protection of the environment by eliminating environmental hazards that can ensue from wrong or indiscriminate disposal or discharge;
- Conservation of natural resources’ base (especially the non-renewable materials e.g. plastics from petroleum as source); and
- Promotion or enhancement of the economy and industrial activities.

Various management strategies and policies have been developed and tested across the world in order to achieve above management objectives. The table below summarizes some of the management strategies/policies that have been deployed in many places across the world.

S/N	Waste Management Objectives	Some useful strategies or policies in operation in some climes	Remarks
i.	Elimination or reduction in waste toxicity, volume or quantity	Operation of the principle of “polluter pay” or “pay as you generate/discharge” Operation of the principle or policy of “reduce, reuse and recycle”, having the following essential components: innovative promotion campaign, source-separation, waste buy-back, material drop-off centres, existence of material recovery facilities or recycling centres,	

S/N	Waste Management Objectives	Some useful strategies or policies in operation in some climes	Remarks
ii.	Effective and sanitary containment (storage), that is before final disposal, of “all” waste generated, howbeit from every source	Regulation on waste storage provision by all premises or waste generators; Adoption and use of appropriate and affordable storage facilities; Promotion of waste storage culture; Operation of street sweeping (cleansing) and monitoring of illegal discharge/dump	
iii.	All stored waste are sanitarily collected, transferred/ transported howbeit in a cost-effective and sustainable manner	Standardization of waste collection and transportation operations and facilities/equipment; Equipment selected based on terrain and local capacity for maintenance; Allowance for multiple players (e.g. PSPs) since waste management is known to be capital intensive; Provision of collection and transportation facilities for source-separated materials; Operational costs continually reviewed	
iv.	Wastes being transported not harmfully, indiscriminately, wrongly or ‘wastefully’ disposed	Operation of differentiated waste treatment plan (e.g. for biomedical waste, composting of organic waste, re-conversion of C&D waste, etc.); Landfilling where appropriate; Incineration where appropriate; Operation of material recovery facilities and recycling centres (including waste-to-energy facilities).	

It is worthy to note that above management objectives and applicable strategies can only be achieved under appropriate institutional framework; importantly where various institutional responsibilities and roles are clearly spelt out, adhered to, well coordinated and effectively monitored.

4.1.2 Challenges in the Waste Management Sub-Sector

4.1.2.1 Governance

- i. Many of the operational existing policies are not written that can ensure or guarantee continuity, and equally, there is need for emplacement of some other very relevant and critical policy frameworks such as policies on: Health Care Waste Management (HCWM), Demolition & Construction (C&D) Wastes, Management of Wastewater, E-Waste, Promotion of the 3Rs (reduce, reuse and recycling), etc.
- ii. Lack of political will in the execution of the provisions of the Law (Ondo State Waste Management Law, 2002), especially on provision of sanitary conveniences, provision of waste storage facilities and on payment of user-charges by waste generators;
- iii. Existing conflicts between relevant institutions (Ondo State Waste Management Authority, Local Governments, and WATSAN) on waste management and provision/enforcement of sanitary conveniences.

4.1.2.2 Management and Planning

- i. Lack of adequate manpower, importantly those responsible for street/highway cleaning;
- ii. Lack of sustained training and re-training of personnel;
- iii. Lack of testing and application of sustainability criteria in Project/Programme design and execution;
- iv. Little attention being given to appropriate pricing of waste management services;
- v. Lack of a State Waste Management Strategic Plan;
- vi. Little or no attention paid to Research & Development;
- vii. Non-deployment of modern ICT tools especially Database Management System useful to capture, document and manage waste generation sources and generators.

4.1.2.3 Operations and Maintenance

- i. Formal Waste Management Service coverage in the State is very limited (probably less than 15%);
- ii. Accessibility to many communities to ensure effective and efficient waste management service very poor – making service sometimes impracticable, difficult or expensive;

- iii. Selection and deployment of inappropriate waste facilities;
- iv. Lack of appropriate waste disposal and treatment facilities, e.g. sanitary landfill, incinerators for HCW, faecal sludge treatment plants, bulldozers, etc.
- v. Lack of monitoring and enforcement utility vehicles

4.1.2.4 Funding

- i. Poor budgetary allocation (limited grant) and irregular release of funds;
- ii. High capital outlay for execution of wastes treatment and disposal facilities;
- iii. Unwillingness of waste generators to pay for waste management services (including government institutions and establishments);
- iv. Over-centralization of the funding system of OSWMA as against following the principle of operation of “Corporation

4.1.3 Roles of various stakeholders within the sub-Sector

S/N	Stakeholders	Roles and responsibilities
i.	Ondo State Waste Management Authority (OSWMA)	By the State legislation responsible for Waste Management service provision and regulations (including sanitation) in the State
ii.	Ondo State Ministry of Environment	To provide policy framework, guidance and monitoring on waste and sanitation service delivery in the State
iii.	The State Water Supply and Sanitation Agency (WATSAN)	Monitor and stimulate provision of sanitary facilities in rural communities
iv.	The State Ministry of Health, Primary Health Care Development Agency, ODSACA, and private hospitals and clinics	Healthcare Wastes Management (HCWM)
v.	Ministry of Physical Planning and Urban Development	Design and development of layouts and neighborhood plans (responsible for access creation in communities)
vi.	Ministry of Agriculture and Natural Resources	Promotion of use of compost produced from biological treatment of organic waste
vii.	Private Sector Participants (PSPs) in waste management	Complementing OSWMA in waste management service provision

S/N	Stakeholders	Roles and responsibilities
viii.	Local Governments	To supervise/carry out waste management in rural communities, and carry out sanitary inspection, enforcement of sanitation laws and sensitization in such places; Compliment efforts of the OSWMA in waste mgt. in urban centres.
ix.	The Judiciary (Magistrates)	Adjudication on sanitary and waste management offences
x.	Federal Ministry of Environment and National Environmental Standards, Regulations and Enforcement Agency (NESREA)	Development/monitoring of performances of States with regards to Waste Management, and Sanitation; Regulation of some aspects of Waste Management as contained in the EIA decree
xi.	MDG (now SDG) Office of the Federal Government	Giving (funding) supports to sub-national governments towards the actualization of the Sustainable Development Goals (SDGs) – Goals 6, 11, and 12 relevant to Waste Management and Sanitation
xii.	Niger Delta Development Commission (NDDC)	Expected to support regional development of the Niger Delta Areas – including in the area of Waste Management and Sanitation
xiii.	Nigerian Police/ Civil Defence	Assist in the apprehension and detaining of contraveners of sanitation and waste management laws
xiv.	Householders, Commercial, industrial, agricultural and industrial waste generators	Traceable waste generators responsible for initial management of generated waste through proper handling and storage
xv.	Hawkers/itinerant generators	Generate difficult/expensive to manage wastes
xvi.	Waste scavengers and waste recyclers	Primary supplier recyclable materials
xvii.	International Support Agencies	Giving of financial and technical supports

4.1.4 Inventory of existing waste facilities in the State

Below table presents an inventory of existing waste management facilities in the State

S/N	Waste Management Facilities	Ownership status	Remarks
<i>Primary/Communal Waste Storage facilities</i>			
i.	300nos. 1100 cubic metres capacity Galvanized waste bins	Ondo State Government	Distributed within Akure metropolis and to Ondo Town “Mother and Child Hospital”
ii.	120 litres capacity waste bins	Private Sector Participants (PSPs)	Having marketing agreement with OSWMA
<i>Waste Collection and Transportation facilities</i>			
i.	10nos. Isuzu Compactor Trucks	Ondo State Government	8nos. already grounded
ii.	10nos. side loading trucks	Ondo State Government	5nos. already grounded requiring overhauling
iii.	1no. Tractor and some limited numbers attached wagons	Ondo State Government	
iv.	13nos. Waste Collection Trucks (comprising both Compactor and side- loading)	PSPs	Carrying out waste collection services within Akure metropolis
v.	1no. side loading truck	Ondo State Government (but managed by Ondo Local Government)	Truck donated to the State Government for servicing of Mofere market under the Conditional Grant Scheme of the MDG Office
vi.	1no. Compactor truck	Akure South Local Government	
vii.	Some undocumented nos. of various types of waste collection and transportation trucks		By other Local Governments and some through PSPs

Waste Disposal, Treatment and Recycling Facilities			
i.	Igbatoro (regulated) dumpsite	Ondo State Government	
ii.	Newly acquired dumpsite in Ondo	Ondo West Local Government	
iii.	<p>Material Recovery (Wastes Recycling) Facilities (MRFs) containing:</p> <p>Plastics recovery and pre-processing plant (comprising plastics crusher, wet-grinding machines, baling press, and tearing machine);</p> <p>Organic Fertilizer Production Plant (comprising windrows, curing bay, mixer, and pulverizing machine);</p> <p>Metal recycling Plant (not functioning); and</p> <p>500KVA Generator</p>	Ondo State Government	
Other supportive infrastructure and facilities			
i.	Some numbers of operational, Monitoring and Enforcement utility vehicles	Virtually all grounded with only 8nos. remaining, and only 2 fully functioning	
ii.	Administrative buildings/offices (4nos.) – two at the main headquarter at Alagbaka, one at the Igbatoro Landfill site, and remaining one owned by the Judiciary at Ondo Road Magistrate Court premises.		Officers inadequately accommodated

4.1.5 Gap Analysis of current situation

Below presents a gap analysis of current waste situation in the State

Waste management issues and aspects	Prevailing situation	Remarks
Existence of broad policy framework (A Law on Waste Management)	Though there is a Law in place (Ondo State Waste Management Law, 2002), but requires review to be in line with industry “best practices”; Many aspects of the waste management systems still lack (appropriate) policy documentation, regulations, and operational guidelines, e.g. on waste recycling, wastewater management, healthcare waste management, service pricing, source separation, etc.	
Functionality of existing institutional framework	Currently, there is a subtle conflict between existing institutions – Ondo State Waste Management Authority (OSWMA) by Law is to oversee waste management and some part of sanitation system in the State; The 4 th Schedule of the Constitution recognizes the Local Government to carry out refuse disposal; WATSAN, though without any legal backing, assumes, somehow, the responsibility for rural sanitation provision (promotion); the State Ministry of Environment expected to be the sub-sector policy organ (sets goal, monitors trend, and evaluates performance) but has no Law and neither guiding policy document.	
On Solid Waste Management		
Management of Solid Waste Generation (with a focus on waste reduction, reuse, recycling and elimination of toxicity (hazards))	No clear cut policy in place on waste reduction reuse and recycling – though there is a recycling project in place; Promotional programmes in place not geared towards achieving waste generation management objectives	

Waste management issues and aspects	Prevailing situation	Remarks
Management of Waste Handling and Storage	The Law specifies that it is mandatory for all premises in the State to have prescribed dustbins, unfortunately, even where formal service is existing many do not have waste bins, hence high rate of illegal dumping and ‘fly-tipping’; Recommending or prescribing appropriate waste bins and funding provisions often have been a major challenge; Street sweeping is being effectively carried out within Akure metropolis, but absent in virtually all the other major urban centres	
Management of Waste Collection and Transfer/ Transportation	Probably less than 15% of waste generated in the State are formally (sanitarily) collected and transported; OSWMA collects both public waste (waste with no identifiable ‘owner’) and waste from private premises on commercial basis (collecting user-charge) within Akure metropolis; PSPs (14nos.) also collect waste and user-charge in some locations in Akure under a franchise arrangement; OSWMA has a total of 20 waste collection trucks out of which less than 8 in a day will work, and with over 70% already aged and needing replacement; Both OSWMA and PSPs unfortunately do not have a sustainable system in place for trucks replacement; Formal collection system absent in virtually all the other LGAs; Problems of scattered development (peri-urban issue), poor access of locations, poor storage culture, and inefficient cost recovery system from ‘unwillingness to pay’ waste generators (clients) often has led to waste neglect or bypass (selective service) by waste collectors; No formal system in place for collection of recyclables and scavengers operation not standardized nor regulated yet	

Waste management issues and aspects	Prevailing situation	Remarks
Management of Waste Disposal (including waste treatment and re-conversion (recycling))	OSWMA has a regulated waste dumpsite along Igbatoro-Ala road in Akure; Akure South LG has a dumpsite after Orita-obe; Ondo West LG recently has also acquired site for dumpsite; Many LGAs have sites for dumping, but virtually all, including the Akure South LG sites are unsuitable for waste dumping; of note, no landfill anywhere in the State; no special waste treatment (e.g. for biomedical waste) in place, although there are discussions between the Ministry of Health and the World Bank and some other donors to procure incinerators for biomedical waste handling; there is a model/ demonstration material recovery (waste recycling) facility in Akure - on plastics waste recycling and organic waste composting.	
On Wastewater Management		
Policy, Operations, Regulations,	Still at infancy; an aspect of the State Waste Management Law makes provision for enforcement of sanitary conveniences (toilets), but proper guidelines on provision not in place; Grey water are often channeled to public drains or public spaces; De-silting of public drains are usually carried out by the OSWMA and LGAs to ease conveyance of storm water (rain runoff); No specific policy in place to promote or ensure wastewater reduction, reuse and recycling	

4.1.6 Best Practices in the sub-Sector

- i. Zero waste concept – reduce and reuse as much as possible, and recycle the remaining through re-manufacturing, energy generation achievable through institutionalization and promotion of wastes source separation, material recovery facilities;
- ii. Sanitation for all – toilet facilities provision in all living premises and workplaces;
- iii. Effective community participation;
- iv. Government full involvement in management of public wastes (wastes with no direct traceable “owner” or generator, e.g. public drains, roads and highway silts, maintenance of illegal dumpsites and fly-tipping, etc.);
- v. Adequate and sanitary containment (storage) of all generated wastes before transportation for final disposal;
- vi. Door-to-door waste collection achievable through proper layouts of communities and access provision;
- vii. Involvement of Private Sector Participants (PSPs) in waste storage facility provision, collection and transportation, recycling, treatment, and disposal;
- viii. Sustainable pricing of waste management services;
- ix. Institutionalization of polluter-pay principle, also known as “pay-as-you-throw”;
- x. Introduction of sanitation, waste management and environmental education topics in school curriculums as a means of developing responsible and environmental conscious citizenry;
- xi. Innovative and sustained promotional campaigns focusing on best practices in waste management;
- xii. Having in place Legislation, and provision of adequate, functioning and effective Environmental Courts for adjudication on environmental, waste management and sanitation cases;
- xiii. Sanitary treatment and disposal of waste and residues;
- xiv. Putting in place functional Monitoring and Evaluation system, which may also include establishment of clients (waste generators) database management information system;
- xv. Separate handling of Healthcare and other hazardous wastes.

4.1.7 Proposed Policy Statements, Objectives, Goals and Outcomes

4.1.7.1 Proposed Policy Statements for the sub-Sector

“To build and sustain a vibrant, functional, professionally oriented and private or community driven waste management services across the length and breadth of Ondo State for the purpose of achieving a clean, healthy, tourist and ecologically friendly Ondo State”.

4.1.7.2 Objectives, Goals and Outcomes (Urban)

4.1.7.2.1 Policy Objectives

- i. To raise the consciousness of every resident of the State about waste management and sanitation;
- ii. To ensure that every type of waste, wherever being generated is reached, effectively, efficiently and sustainably collected, transported, treated where necessary, and disposed of sanitarily;
- iii. To create and sustain opportunities for locally grown private enterprises in waste management services’ delivery chain;
- iv. To capture as much value from wastes as socio-technologically permissible through reuse, recycling, reconversion and remanufacturing;
- v. To infuse sense of high worth and pride in the business of waste management services in the State.

4.1.7.2.2 Goals

- i. Environmental conscious and highly responsible citizenry and residents;
- ii. All the Urban properties/premises have suitable waste storage facilities and key in into the State programme of waste source separation;
- iii. All Urban properties/premises have adequate and improved toilet and wastewater handling facilities
- iv. All Urban properties/premises are accessed on door-to-door basis for their waste collection;
- v. Progressive improvement in waste treatment and disposal practices by the State using best applicable and affordable technologies;
- vi. Waste Management and sanitation sub-Sector becomes a major contributor to the State economy through the operations of Private Sector Participants;

4.1.7.2.3 Outcomes

- i. Litter-free urban communities;

- ii. Free-flowing, litter and silt free urban drains;
- iii. More healthy environment, living premises and people;
- iv. Employment generation and generation of appreciable revenue by the State from the sub-Sector

4.1.7.3 Objectives, Goals and Outcomes (Rural)

4.1.7.3.1 Policy Objectives

- i. To raise the consciousness of every resident of the State about waste management and sanitation;
- ii. To ensure that every type of waste, wherever being generated is properly and sanitarily disposed to prevent any possible environmental blight and hazards;
- iii. To create and sustain community ownership of established/existing waste management system;
- iv. To capture as much value from wastes as socio-technologically permissible through reuse, recycling, reconversion and remanufacturing;

4.1.7.3.2 Goals

- i. Environmental conscious and highly responsible citizenry and residents;
- ii. Community wastes, especially in markets and public places are properly contained at the point of generation, and taken to provided communal facilities for subsequent transportation and disposal at the appropriate site;
- iii. All households within the State rural communities have access to improved toilet (sanitation) facilities;
- iv. Progressive improvement in rural waste treatment and disposal practices using affordable and appropriate technologies such as composting for organic and farm wastes;

4.1.7.3.3 Outcomes

- i. Litter-free rural communities especially in market places and adjoining roadsides;
- ii. More healthy environment, living premises and people;
- iii. Employment generation

4.1.8 Proposed Programs and Projects

4.1.8.1 Programmes and Projects for Urban

- i. Sensitization of all relevant stakeholders on the government new policy direction;
- ii. Capacity building of relevant personnel on the new policy direction and how to achieve success;
- iii. Review existing Waste/Sanitation Laws, regulations, policies, guidelines and plans;
- iv. Mapping and delineation of urban areas followed by clients/property enumeration (including determining appropriate and suitable storage facilities) and development of corresponding database management systems;
- v. Embark on “community layouts improvement and accessibility programme” with maximum community participation and involvement;
- vi. Embark on a programme on premises re-conversion plan with a focus on provision of adequate and improved toilet facilities in all premises which do not have;
- vii. Entering/renewal of partnerships with Private Sectors in the areas of provision of waste storage facilities, waste collection and transportation service (including sewage emptier), and management of Material Recovery/Waste Recycling Facilities;
- viii. Procurement of Solid Waste Collection Trucks for OSWMA for collection of public wastes (waste dumped illegally) and very limited number of operational zones to benchmark private sectors involved in the business of waste collection;
- ix. Re-establish adequate number of Environmental Courts in all the urban centres to adjudicate on Environmental, Waste Management and Sanitation cases;
- x. Develop policy and implementation plan and begin the programme on waste source separation, waste buy-back and drop-off centres;
- xi. Initiate process of sourcing funds for construction of sewage treatment plants and sanitary landfill – one per senatorial zone;

4.1.8.2 Programmes and Projects for Rural

- i. Sensitization of all relevant stakeholders on the government new policy direction;
- ii. Capacity building of relevant personnel (Environmental Health Officers and other relevant personnel in the Local Government Councils) on the new policy direction and how to achieve success;
- iii. Determination of waste generation volume potentials of each rural settlements in order to recommend appropriate communal waste storage facilities (preferably multi-purpose tractor with wagon system);
- iv. Embark on rural community households toilet provision certification programme, and open-defecation free campaign;
- v. Promote community waste recycling (e.g. composting of organic waste) initiative.

4.1.8.3 Principle of Project Selection

- i. Area of critical needs (e.g. urban community that is increasingly becoming a menace);
- ii. Communities with good access (in the case of solid waste collection);
- iii. Communities with demonstrable commitment – willing to contribute or ready to pay necessary user-charges, ready to offer helpful information in the planning processes;
- iv. Political balancing

4.1.9 Sources of Programme Funding

- i. State Government Grant (Subvention);
- ii. Overtures to the SDG Office of the Federal Government for funding support towards establishment of sewage treatment facilities;
- iii. Overtures to the Federal Ministry of Environment, Ecological Fund of the Presidency, and the Niger Delta Development Commission (NDDC) for funding support;
- iv. Community contribution;
- v. Wooing private companies in the State for support as part of corporate social responsibility, especially in the area of fund for sensitization and promotion;
- vi. A certain percentage of imposable fines on waste management/sanitation offences;

- vii. Payment of user charges by waste generators;
- viii. Brokerage of loans from commercial banks for PSPs for acquisition of waste collection trucks;
- ix. Reaching out to international development partners such as UN-Habitat, GEF, Clinton Foundation, etc. for Grant Support;
- x. Individual philanthropists and organization for adoption of waste management and sanitation projects which can be named after them.

4.1.10 Governance Analysis

4.1.10.1 Role of Government in Provision and Maintenance of Utilities

Waste Management is known to be both a public and private good. Government has to be responsible for public wastes (wastes with no traceable owner). This includes operations of city cleansing, highways and public places sweeping, de-silting of public drains, and clearing of illegal dumps. Equally, maintenance of waste disposal sites and treatment facilities should be carried out by the Government until the system is ripe enough for private sector.

Aside above, Government has the primary role of incentivizing (creating the enabling environment for) the private sectors, this entails setting standards (operational tariff, etc.), monitoring performances of the private sectors, carrying out enforcement activities, educating the public on the policy of the government and regulating the sub-Sector as appropriate.

4.1.10.2 Size and Structure of the sub-Sector

A Ministry (e.g. Ministry of Environment): To be the coordinating Ministry in terms of setting and reviewing policy direction, monitoring developments within the sub-Sector, and projecting the sub-Sector as appropriate.

The Ondo State Waste Management Authority: To be the primary service provider in the designated urban centres of the State. The Authority can carry out the service provision or license private enterprises to do so on her behalf. This is in line with the Law that established the Authority. The Authority should be responsible for both Solid Waste and Domestic Wastewater management within the designated urban centres in the State, while industrial effluents and gas emission should be handled by the Ministry of Environment.

The Local Government Councils: To be responsible for supervision of waste management activities within the designated rural communities. Also, the Council should be responsible for enforcement of provision of sanitary conveniences (specifically, toilet provision) across the State. WATSAN: Expected functions of WATSAN will no doubt conflict with the required responsibilities of the Local Government in the area of sanitation. This should be properly streamlined to prevent possible conflicts.

4.1.10.3 Professionalism

Waste Management is part thereof of the public health sector. Thus, the sub-Sector is multi-disciplinary nature, requiring the services of such professions as Environmental Health Officers, Natural, Health and Biomedical Scientists, Environmental, Sanitary, Engineers, Economists, Social Scientists, etc. Officers working in the waste management sub-Sector will therefore no doubt require constant training and re-training, and importantly through exposure to international best practices in waste management.

4.1.10.4 Monitoring/Result Based Framework

Monitoring and Evaluation is crucial for the achievement of set goals and objectives. This can be done to assess the performance of different stakeholders and adopted strategies, in order to determine the overall success rates of a given programme, area or facility, service coverage, to identify problems early enough to find timely solutions and pre-empt failures, to identify community needs for technical and financial support, to measure service effectiveness, efficiency and equity, and to inform decision-makers in order to improve performance. One key factor in doing this is arriving at some set of key performance indicators. In the process of reviewing operational guidelines within the sub-Sector it is expected that necessary key performance indicators will be developed.

At the different levels of stakeholders involvement it is expected that monitoring and evaluations reports will be generated, while the coordinating Ministry will be responsible to render periodic (quarterly or annual) report on the performances of the various aspects of the Waste Management System. This is expected will be done through the Department of Planning and Research existing in the concerned MDAs.

4.1.11 Recommendations

- i. Review of existing waste management Law and Regulations;
- ii. Proper allocation of responsibilities and roles amongst the various institutional stakeholders while taking into cognizance the need to avoid any form of conflict or duplication of roles – State Ministry of Environment to concentrate on setting standards, monitoring and evaluation of performances of other institutional actors or players; OSWMA to concentrate on developing service provision on behalf of government, develop operational guidelines for effective waste management operations, enlist and regulate the activities of PSPs (in the urban areas), render technical support assistance to the LGs; and while the LGs to carry out waste management activities in the rural communities, carry out enforcement of provision of sanitary conveniences within premises (toilet facilities) and work with physical planning on issuance and enforcement of “habitation-fit permitting”;
- iii. Development of policies and guidelines that will promote and enhance waste materials’ recovery and recycling (e.g. on waste source separation, waste buy-back, operation of drop-off centres, set-up of material recovery facilities, etc.);
- iv. Provision of appropriate waste storage facilities based on assessed needs of clients and locations (e.g. private waste bins for house-to-house collection in formal urban settlements, and probably communal bins for rural communities) with funding for the provision, built into clients user-charge and financed where feasible through a Public Private Partnership arrangement;
- v. Introduce two-storage facility system – one for recyclables (dry waste), which can be collected once in a month (e.g. using jute bag can suffice here), and the other for residual waste (wet waste), which needs to be collected on weekly basis;
- vi. Determine per unit cost of every waste management service (waste collection, street sweeping/cleansing, waste tipping) and charge benefactors as appropriate and subsidize where necessary, importantly with cost of subsidy determined;
- vii. In rural communities, set up sanitation volunteering committees to oversee waste management activities;
- viii. Develop client database, where formal waste collection system is in place;

- ix. Enhance access in difficult terrain by mobilizing communities for provision of drainage networks and access improvement;
- x. Emplace policy on ‘covering’ of bare surfaces to prevent/reduce siltation of drains;
- xi. Develop/review enforcement and prosecution guidelines with full participation of relevant stakeholders especially the judiciary;
- xii. Embark on innovative and sustained promotional campaigns focusing on best practices in waste management;
- xiii. Acquire/standardize three landfill sites for future use – one in each of the senatorial zones, and acquire/set up material recovery facilities in all the 18LGAs, which shall also serve as transfer stations;
- xiv. Encourage PSP, and build PSPs capacity and render support for waste equipment acquisition and replacement after expiration of useful lifespan;
- xv. Procure waste collection trucks for OSWMA with a sustainable plan in place for replacement after expiration of each truck lifespan;
- xvi. Emplace payment of tipping fees at disposal site;
- xvii. Internalize some cost of operations;
- xviii. Source for grant to build faecal sludge (sewage) treatment facilities – one per senatorial zone;
- xix. Encourage interested partners to set up waste recycling facilities e.g. waste-to-energy plant;
- xx. OSWMA as a Corporation to return back to the system of funding through subvention (grant) – this should entail determining what the IGR can cater for, and what amount of subsidy (grant/support) is being required in the preparation of the annual budget

4.2 ECOLOGY (Flood and Erosion Control)

4.2.1 Overview

Flood and erosion control are serious ecological problems worldwide. The twin problems of flooding and erosion have serious negative impact on agriculture, lives and properties in both urban and rural environments. This is evident in Ondo state particularly in greater dimensions in areas with scarce land resources, such as the Niger-Delta region of Nigeria where, as a result of exploration and exploitation of oil and gas, large proportion of the land area has been degraded and therefore unsuitable for farming and other activities.

From the foregoing, the reasons for which the coastal/riverine areas of Ondo State are prone to erosion and floods are therefore not far-fetched. Some of these factors include:

- Excessive rainfall and long duration. Annual rainfall in Nigeria-Delta generally is between 2000mm – 3000mm. During this period, most of the rivers overflow their banks causing flood and extensive damage.
- About 75% of the area is wetland. The slightest increase in rainfall will result into flooding and possible erosion.
- Storm surges, which may overrun barrier islands and push seawater up to coastal river and inlets, blocking the downstream flow of inland runoff.
- Rise in ocean level, which is being experienced worldwide as a result of depletion of the ozone layer, has made the sea rise in elevation, causing erosion and flooding of coastlines.
- Wind driven waves which at times make the sea and rivers overrun their barriers/banks can cause flooding
- The Niger-Delta areas of Ondo State are low lying areas with mostly mud beach. This unfavourable soil composition makes the area prone to flood and erosion.

4.2.1.1 Reviewing of existing policy

The Ministry of Environment and Mineral Resources is responsible for flood and erosion control across the State. The first Ministry of Environment was created in Ondo State by the Adefarati-led administration of 1999 to 2003 from the State Environmental Protection Agency which was then created through the ODSEPA edict.

4.2.2 Challenges in the Sub-sector

- a. Lack of political will
- b. Poor Budget Allocation
- c. Lack of synergy between the Ministry and allied Ministries/Housing and Waste Management Authority.
- d. Lack of capacity building for staff

4.2.3 Roles of various stakeholders within the sector

Stakeholders in the subsector

1. Federal Ministry of Environment
2. Benin Owena River Basin Authorities
3. World Bank Assisted Project
4. UNDP and other International Donors Agency
5. State Emergency Management Agency
6. Federal Emergency Management Agency
7. Ministry of Agriculture

4.2.4 Inventory of existing facilities in the state:

Flood Early Warning Signal Unit were established at the following locations across the State

- (i) Owena Eleshin, Ondo East
- (ii) IkareAkoko, Akoko North East
- (iii) Ile-Oluji
- (iv) Ogbese
- (v) Amphibious Excavator
- (vi) Man Diesel Lowloader

4.2.5 Gap Analysis:

- Lack of engineering unit made up of relevant professionals, Heavy Duty Operators and Mechanics.
- Inadequate equipment for mechanical channelization
- Poor public enlightenment

4.2.6 Best practices in flood and erosion control

Some best practices include

- (a) Development an integrated and comprehensive drainage system and erosion prevention masterplan with a phased implementation plan
- (b) Readily available data for urgent remediation
- (c) Establishment of an Ecological Nuisance complaint desk in the Ministry for response within 24hours.

4.2.7 Proposed policy statement, objectives, goals and outcome.

4.2.7.1 Policy statements

The policy statement of this Administration is zero tolerance for flood and erosion problem across the state so that inhabitants of streams and river banks can sleep with their two eyes closed through aggressive concrete, mechanical and manual chananelisasstion of flood and erosjion prone streams and rivers all year round across the State.

4.2.7.2 Objectives Goals and Outcomes

The objective of the Government would be to achieve an erosion controlled and flood free environment for the people.

To put in place more formidable flood and Erosion control structures and maintenance of existing structures with a view to achieving flood and erosionfree environment.

To achieve effective flood and erosion control across the State. The following activities should be implemented:

4.2.8 Proposed Programmes and Projects

S/N	DESCRIPTION OF PROJECTS	LENGTH	LOCATION	REMARK/RECOM MENDATION	QUICK WINS	MEDIU M TERM	LONG TERM
1	Concrete channel of Araromi – Oba-Ile	6km	Akure	1. Continuation of concrete channel of 6km on ala river course from Araromi to Oba-Ile		✓	✓
2	Concrete channel of Elegbin-Army Barrack	5km	Akure	2. Continuation of 5km concrete channel on Elegbin river course from Isinkan Market to Baracks		✓	✓
3	Concrete channel of Police Station and Culverts	6km	Owo	3. Continuation of 6km concrete channel and two box culvert from Police Station		✓	✓
4	Concrete channel of Semu-Semu to Deeper life	5km	Ikare - Akoko	4. Construction of 5km concrete channel from semu-semu hotel through Deeper Life Church to Egbe Street Ikare Akoko		✓	✓
5	Concrete Embarkment	10km	Igbobini	5. Construction of 10km concrete embarkment for shore line protection.		✓	✓

S/N	DESCRIPTION OF PROJECTS	LENGTH	LOCATION	REMARK/RECOMMENDATION	QUICK WINS	MEDIUM TERM	LONG TERM
6	Concrete drainage channel	10km	Arogbo	Construction of 10km concrete to concrete line drain		✓	✓
7	Concrete channel	5km	Ile-Oluji	Construction of 5km concrete channel from Ajelu Glorified to St' Francis		✓	✓
8	Concrete channel	7km	Ore	Construction of 7km reinforced concrete channel from Mogambo Hotel to Powerline Ore.		✓	✓
9	Flood Mapping		State-wide	Mapping of all flood prone stream and rivers across the state		✓	✓
10	Ala and Elegbin Rivers Corridor		Akure	Development of river corridors		✓	✓
11	Lipakala River Corridor		Akure	Development of river corridors		✓	✓
12	Sensitization		State-wide	Sensitisation Campaign		✓	✓
13	Procurement of three Amphibious Excavator				✓		✓
14	Flood Early Warning signal					✓	✓
15	Erosion prone areas				✓	✓	

Proposed programmes and projects

The proposed programme and projects are reflected in table.

4.2.9 Sources of programme and project funding

Recommended sources of programme and project funding include State Government and Federal Government Intervention Ecological Funds.

4.2.10 Government Analysis

4.2.10.1 Role of Government in Provision and Maintenance of Utilities

4.2.10.2 Size and structure of the sector

4.2.10.3 Professionalism

In order to realise the objectives, goals and outcome of the sector fully there is need for professionalism through training and retraining of existing personnels both within the country.

- There should be recruitment/secondment of relevant professionals into the complaint desk for the purpose of receiving inspecting and recommending lasting solution to Ecological nuisances.

4.2.11 Recommendations

Government should:

1. Development an integrated and comprehensive drainage system and erosion prevention masterplan with a phased implementation plan
2. Map out all flood and erosion prone streams and rivers across the state.
3. Develop streams and river corridors into irrigation farmland
4. Maintain existing flood and erosion control structures
5. Complete all ongoing flood and erosion project across the State.
6. Establish Flood Early Warning Signal Unit in all Local Government Areas
7. Procurement of three Amphibious Excavator, one each for each Senatorial Districts for Mechanical channelization operations across the State.
11. Institutional strengthening through legislation of state policy on Ecology.
12. Acquire meteorological, hydrological, geotechnical and other data on flooding and erosion prone areas.
13. Carry out modelling and stimulation of climatic change induced flooding and erosion

- i. To achieve all of these, we must adopt the recommended processes below:
 - Topographical and bathymetric survey
 - Geo-technical engineering study to determine soil types and characteristics
 - Geo-morphological studies to describe the land-forms and studies that lead to land-form pattern in the area.
 - Engineering design giving consideration to all the studies to arrive at the most suitable, durable and economically viable flood and erosion control infrastructures
 - Implementation of the design and studies.
 - Land reclamation as a means of providing habitable settlement.
- ii. Substantial fund allocation should be made for the provision of infrastructure. Sometimes the amount may be huge for the state government to provide, effort therefore should be made to encourage collaboration with other federal government agencies i.e. Ecological funds, NIWA, Niger Delta Ministry, ministry of Environment, even international donors.

SECTION 5 INFORMATION TECHNOLOGY INFRASTRUCTURE

5.1 BACKGROUND

Ondo State lies between latitudes 5°45' and 7°52'N and longitudes 4°20' and 6°5'E. Its land area is about 15,500 square kilometers. The State inhabited by 3.5 million people is bound by Edo, Delta, Ogun, Osun, Ekiti and Kogi States and the Bight of Benin of the Atlantic Ocean. Ondo State has 18 Local Government Area. The first IT unit in the State was created by the Late Chief Adebayo Adefarati and it was upgraded to a full department by Late Chief Segun Agagu and named as State Information Technology Development Centre (SITDEC), while the present administration upgrades the department to full fledged Government Agency and it was named State Information Technology Agency (SITA). *It was also sad to note that the bill for the establishment of the agency had not even been sent to the State House of Assembly for consideration.*

5.1.1 INTRODUCTION

Governments worldwide have come to the realization that the complexities of administration can be simplified through the use of ICT. Today, ICT tools have created limitless possibilities in Governance in its relationship with the governed and the environment within which they both operate. It is with this in mind that we are proposing robust and dynamic ICT solutions for e- governance and electronic service delivery in Ondo State. Broadly speaking, introducing ICTs into the daily running of government affairs, especially for a state like Ondo State, will be of immeasurable value on the output and outcomes of administration. ICT would be useful in the following areas: Government Business Process Integration, Welfare Administration, Reform Management, Political Marketing solutions, Portals and Content Management, Online Service Delivery, Payment of Taxes, Fines and Penalties, Online Applications and Approvals, Online Permits and Licenses, Online Billing and Payment, Citizen Self-Service, Citizen Communications, Internal Revenue Management, Land Registry Management and Information Delivery. I am reviewing the existing ICT infrastructure that is: Network Infrastructure; Software and Hardware Deployment within the State and proposed the necessary solution will drive the Government business and provide employment opportunity to the teeming youth of the State.

5.1.2. EXISTING ICT INFRASTRUCTURE

The State has a full fledged agency with state of the art infrastructure that was left to decay due to non-political will of the present administration to development ICT in the State, despite huge resources claimed to have been expended on ICT projects in the State, the ICT infrastructure in the State is in comatose.

The State has fibre optics runs that has already been laid, terminated and commissioned in all the offices within the Governor's Office Complex and the two wings of the State Secretariat Complex. This infrastructure has been out of usage because some portion of it was damaged. Also, some selected MDAs have dedicated Internet via VSAT and are not well coordinated from SITA. e.g. (Ministry of Finance, Budget, Labour & Productivity, Accountant General, Board of Internal Revenue etc.). On the Software deployment, the State is presently running the following ad-hoc applications: -

SN	Projects Name	Domicile MDAs	Comments
1	e-Payment	Ministry of Finance / Office of Accountant General	Partially working
2	e-Personnel	Establishment (HOS)	Partially working
3	e-Budget	Ministry of Budget	Partially working
4	e-Receipts	Ondo State Board of Internal Revenue	Partially working
5	e-exams	Ministry of Education	Partially working
6	Ondo State Web Portal	SITA	Partially working
7	e-Land Registration	Land Bureau - Min. Land & Housing	Working
8	Kaardi Igbe - Ayo Residency Project	SITA / Civic Data Centre	Partially working
9	Volunteer Database Management	Ministry of Labour & Productivity	Not Working

5.1.2.1 THE ONDO STATE RESIDENCY CARD PROJECT (KAADI IGBEAYO)

One of the most celebrated ICT project in the State by the outgoing government is the State Residency Card project tagged **KAADI IGBEAYO**. This Card is primarily purposed for **IDENTIFICATION** and not for **ENUMERATION**. It is also **VOLUNYARY** for any resident of Ondo State. Kaadi Igbeayo supposed to be a state-wide chip-based card to be issued to residents of this state to serve as an interface in all interactions between government and the populace. It will help government take the statistics of all basic features of its residents and on the basis of this plan and deploy basic welfare and development projects that will meet the needs of all segments of these residents.

Other reasons for the implementation of Kaadi Igbeayo project include the following:

- i. Economic planning and projection;
- ii. General administration;
- iii. Security;
- iv. Welfare Services provision and management;
- v. Other Social service provision;
- vi. Tax management;
- vii. Monitoring and citizens' feedback; and,
- viii. Transparency and Accountability in government.

Unfortunately, this project has been turn to mere ID card project without necessary fulfilling its original designed concept, due to lack of the basic infrastructure in the State and loss of focus during the implementation stages.

5.1,2 INFORMATION TECHNOLOGY POLICY DOCUMENT

Our committee discovered that there was no official Information Technology (IT) policy in the state. What existed was an adhoc working paper/document(s) which was always written and presented to Exco for approval whenever the need arises. However, we shall propose the development of policy document that would guide the practices of IT in the state.

5.1.3 CHALLENGES WHICH HAVE HAMPERED PROPER PLANNING, MANAGEMENT, MAINTENANCE AND ADEQUATE FUNDING OF IT SECTOR IN THE STATE.

The major challenge of the State has in the area of ICT development is principally political. Political in the sense that there was lack of political will by government to formulate a vibrant Information Technology policy for the state. For example, the previous administration spent millions of hard earn resources to on manpower training for SITA staff but they were eventually dispersed for political reasons. Also, absence of continuity by successive government is also one of the principal reasons for failure of Information Technology in the state. In addition, lack of focus by successful administration

The previous administration, despite the huge resources committed for IT in responsible for the present state of Information Technology development in the State.

5.2 CREATION OF SMART CITY

The socio-economic and political life of cities in the world is driven by IT. According to the IDC Analyze the Future (Megha, 2015) source), the United Nations' UN forecasted that by 2050, nearly 70% of the world's population will be concentrated in urban centers, as compared with 54% in 2014 and 30% in 1950. This, according to the report would happen in Asia and Africa. Therefore, Building Agile Data Driven has a potential to have a turn-around of the economy in these region. Nigeria and indeed Ondo state of Nigeria would be inclusive in the forecast. The migration from surrounding villages to the urban area and increasing use of IT tools as ubiquitous as possible among individuals, businesses, and governments would inadvertently create an avenue for government to take their advantages in driving the social and economic transformation of major cities in Ondo state.

Although some States, even within the South West, had already begun noticeable e-Government projects, Ondo State is poised to catch up and overtake most of the other States within a relatively short time in regard to the implementation of e-Government in the State. The four- point entry strategy designed for maximum impact in shortest time scale is elaborated in the Table below.

*Megha Kumar. Building Agile Data Driven Smart Cities. IDC Analyzing the Future. October 2015

Project	Remarks	Recommendation
a. IT Governance and control centre	<ul style="list-style-type: none"> • Refurbished SITA to act as hub of e-enabling, integration and identity management 	<ul style="list-style-type: none"> • Provision of enabling law for the creation of the agency • Ongoing with recent steps on e-Government project and Synchronization of all ICT Projects
b. e-Infrastructure	This is in two parts: <ul style="list-style-type: none"> • Intranet for MDAs • Distribution Network Across the State 	<ul style="list-style-type: none"> • Intranet and Take-Off distribution network through partnership with LGAs
c. e-Government Content development and deployment	Projects directly empower the Government for administration and management of data especially SIFMIS, IGR and revenue management	<ul style="list-style-type: none"> • Hardware and basic infrastructure partly on ground to power
d. Citizen Empowerment	Projects empower the people of the State as they touch everyone especially youths and women.	<ul style="list-style-type: none"> • Digital Village/Cyber Park

5.2.1. SUGGESTED WAY FORWARD

5.2.1.1 State wide Wireless / Wired Network Infrastructure (LAN & WAN);

For a full fledged development of ICT to take place in the State, there must be a formal IT policy framework. The policy document would include proper design and Deployment of a State-wide Wireless/Wired Network Infrastructure. The proposed solution should be designed to accept full implementation of a wide variety of computing platforms. It should be based on full utilization of available advanced technologies in corporate networks to overcome the laboured activities in the sharing and acquisition of information in contemporary organizations. The proposed solution must have ability to deploy a variety of services to a heterogeneous community of users, including video surveillance, traffic management, public safety, mobility for field-based workers, transportation, and public Internet access. The network must flexible and intelligent. The solution should base on a powerful, self-organizing, self-healing, and self-configuring infrastructure, together with scalable, flexible back office architecture; reduce the complexities of deploying, operating, and managing state-wide broadband services. Once deployed, the network should support *triple play technology solutions* that will provide reliability, high performance, and rigorous security that the States depend on to deliver services to citizens and protect confidential and private information.

5.2.1.2 Proposed e-Government Suites Solution

The following are proposing e-government suites to be implemented as an integrated solution to run on the Ondo State ICT Network Infrastructure backbone.

- Project Monitoring System
- Electronic Archiving / Workflow
- Performance Measurement System
- Budgeting and Accounting System
- Contractor and Supplier Information
- Geographical Information Systems for Land Matters
- Judicial Management System
- Local Council Information System

- Recruitment System
- Timber Management System
- Health / Hospital Management / Systems
- Computer Assisted Revenue Collection (CARC)
- Asset Management (AM)
- Education Management
- e-Welfare
- e-Government Portal
- Legislative
- Administration
- Vehicle Tracking System

5.2.1.2 .1 Project Monitoring System

The Project Monitoring System (PMS) is a system used to monitor the implementation of government's development projects, from the high-level management down to activity levels. It is an e-government application system designed to plan, monitor and facilitate the management and evaluation of all government development programmes and projects. Apart from that, the system has a built-in alert system or online reminder including emails notifications and updates to ensure reports are submitted on time. Using the system, government agencies can now have a better management and access information on physical and research projects.

5.2.1.2 .2 Electronic Archiving / Workflow

The Electronic Archiving / Workflow is a system designed for creating effective and efficient office environment that enhance the management of files and mails in the File Registry and also facilitate the tracking of associated cases which are handled by action officers. Electronic Archiving / Workflow is a file indexing system for file and mail management which provides a full range of functionalities on File Registry operation in a typical office environment. It offers a paperless quality management system and more systematic workflow to enhance the efficiency and effectiveness of the working environment. It also provides your organization a superb graphical user interface that is user-friendly and easy to use.

Electronic Archiving / Workflow is equipped with automatic routing system that prompts the document sender and recipient if there is no action being taken by document receiver after a certain time frame. Besides, the “paperless” idea gives you a better sense of being environmental-friendly as well.

5.2.1.23 Performance Measurement System

Performance Measurement System is an automation tool for performance measurement based on the Balanced Scorecard Framework to help organization implement the management system effectively. The system enables organization to present their vision, mission, strategy and objectives and translate them into measurable actions.

5.2.1.24 Standard Government Budgeting and Accounting System

Standard Integrated Financial, Budgetary and Accounting System (SIFBAS) offer an integrated and timely management of government accounting and financial information. The objective of SIFBAS is to centralize and improve budgetary control and monitor expenditure of government funding

5.2.1.2 .5 Government Contractor and Supplier Information

Contractor and Supplier Information System (CoSIS) publish Contractors and Consultants registration information. CoSIS provides an interface for Government Agencies or businesses to obtain information and verify status of Contractors or Consultant’s registration. CoSIS allows searching of companies registered and their expiry date. Category, Class, Head, Subhead of works and services eligible and details of projects carried out previously can be obtained from the system.

5.2.1.2 .6 Geographic Information Systems

Geographic Information Systems or GIS technology integrates digitized cadastral and maps Database for **land use planning, land title management, land acquisition and land revenue collection management**. It combines layers of information about a place to give you a better understanding of the place. It offers cadasters a method of quickly accessing and producing maps, leveraging database information, and automating enterprise work processes.

GIS helps land information agencies fulfill a variety of services like serving political and administrative mandates, land capitalization, maintaining an up- to date database, assigning values for taxation, calculating subsidies, addressing rural development and agrarian management, and providing products and services to citizens and companies. Others range from producing specialized maps to providing complex schemes for integrating and delivering spatial data services under the modern mode of e- government.

5.2.1.2 .7 Judicial Management System

Developed to improve management of court cases and streamline the processes involved in case registration and case scheduling. This system can integrate hundreds of courts and provide touch button data management services to them collectively and use video conferencing for brief court appearances. Automation in case registration and notification of case schedule via emails and sms will also be achieved with an improved communication between judges, court administrators, lawyers and their clients. The system also has a Portal which allows public to access information on court schedules, procedures, rules & regulations and submits enquiries on status of cases.

5.2.1.2 .8 Local Council Information System

The **Local Council Information System** is developed and built to equip local councils with the ability to deploy standardized and best practices of management to improve overall administration of local councils. By bringing ICT to local councils, they are expected to keep up with swift changes in ICT and implement changes from traditional methods to new ways of thinking and doing things, while also being able to integrate into the Ondo State central e-government platform. With the system, local councils can now offer services to the public 24x7 through web-based e-business functions. The **Local Council Information Systems** consists of developed and improvised electronic and web- based systems as following: Compounds & Parking fines tracking; Rating and Valuation; Revenue Posting; Standard Accounting and Financial system; Trade Licensing; Electronic Bills Presentment and Payment; Local Authority Geographical Information Systems; and, Local Authority Geographic Information System (LAGIS)

5.2.1.2 .9 e-Recruitment System

e-Recruitment System is a centralized job posting, application and processing system that allows multiple government agencies to advertise their job openings, and candidates to submit their applications via the Internet. Using the powerful medium of the Internet, submitted applicants' details are matched against pre-set criteria and short-listed for face- to-face interview. With the introduction of Online Recruitment System, the business of picking, testing and hiring new employees is now made easier for employers. This is also integrated into the Central Human Resources Management Platform.

5.2.1.2 10 Timber Management System

Timber Management System is a solution that helps manage forest resources. It will operate on a weigh bridge system of measurement and tracking that is installed at all the entrance of Ondo State forest reserves. It automatically records the details and weight of all vehicles as they go in and out of the reserve and transfers the data to necessary database for government information. This will make it possible to track the details of all vehicles that log in the reserves and also manage the activities of loggers.

5.2.1.2 11 Health/Hospital Management

Hospital Information System (HIS) is a computerized system designed to meet the information needs of all hospital. The final objective of the whole exercise is to provide a comprehensive and integrated Hospital Management System that will give a unified picture of the diverse types of data being generated during various processes taking place at varied locations in the Hospitals. These data include:

- Patient information
- Clinical laboratory, radiology, and patient monitoring
- Patient census and billing
- Staffing and scheduling
- Outcome assessment and quality control
- Pharmacy ordering, prescription handling, and pharmacopoeia information
- Decision support
- Finance and accounting
- Supplies, inventory, maintenance, and orders management

5.2.1.2.12 Computer Assisted Revenue Collection (CARC)

CARC is simply a computer assisted receipting program. It monitors the collection of various taxes and levies by the government. CARC has the following as its advantages;

1. Regular summary and breakdown of all collected revenue (also available in a charted format). This is of a particular advantage because it allows planners to see how each “revenue” system is performing on a regular basis.
2. It could also help track-down and alert on dwindling proceedings from a particular “revenue”.
3. Very useful for planning and projection.
4. Detect fraudulent practices by alerting sharp difference from regular income patter.
5. Makes it difficult for forgery of receipts.
6. Ensures all payment are properly accounted for

5.2.1.2.13 Asset Management (AM)

This is a computer assisted programme that will help keep an eye on every asset owned be the state. AM will have the details of each asset like:

- Asset fleet no
- Procurement history (date of purchase, where, who, etc.)
- Maintenance history (Details of all repair/maintenance carried out on asset)
- Movement history (Details of movement of asset from date of procurement; such as movement within departments, leasing etc.)

Some of the advantages of the Asset Management Programme are as follows;

1. It keeps accurate inventory of assets owed by government.
2. Helps in tracking down missing assets.
3. Help in regular maintenance of asset.
4. Help in planning of usage of asset.
5. Help in determining those that are no longer asset but liability to government.

5.2.1.2.14. e-Welfare/Subsidy Management:

A Tool for Efficient Social Service Delivery

e-Welfare is designed especially for a government that is welfare focused with the objective to facilitate the department in their effort to manage and monitor the recipients of welfare services. The features and benefits of e-Welfare System are:

- Computerized Work Processes
- Systematic Workflow
- Centralized database
- Reports Generation
- Web-enabled Application
- Data Security and Safety

5.2.1.2.15. e-Government Portal

We propose a robust web portal for the Ondo State Government service user community.

The portal will contain information such as government publication, government directories, news and announcements. Key public services provided are government jobs advertisement, payment of government bills such as local council's assessment bills and land rents, booking of public facilities, request for service and public service complaint helpline, etc.

5.2.1.2.16 Legislative Administration

Legislative Administration System (LAS) can mean a “paperless” and quality management system offering a more systematic workflow to enhance the efficiency and effectiveness of the Government Legislative Assembly. Through effective Legislative Administration System, legislative proceedings can be captured in less time and with much lesser resources than otherwise required. An electronic Legislative System can mean a “paperless” and quality management system offering a more systematic workflow to enhance the efficiency and effectiveness of the Government Legislative Assembly. Through effective Legislative administration system, legislative proceedings can be captured in less time and with much lesser resources than otherwise required.

Below are some key beneficial features of a quality e-Legislative System:

- Always be connected all the time for spreading-out group of elected representatives It is a web application system accessible conveniently and securely through their computer web browser.
- Routing management for better results. A systematic workflow engine that allows routing to various entities involved in the legislation process
- Notification and reminder of task in your mailbox. A workflow system integrated with email system to inform and/or trigger action on the part of the recipient by checking their emails in their mailboxes.
- Fast reference and accurate search and retrieval of information repository Electronic Hansard to perform speedy, accurate search and retrieval of Hansard in the repository.
- It improves the productivity and comprehension of Legislative Members who need to refer to or be guided by large volume of textual information databases.

5.2.1.2 .17 Vehicle Tracking System

Vehicle Tracking System uses electronic device installed in a vehicle to track vehicle location, trace its movements, monitor the vehicle conditions and analyze behaviour of drivers. It is also a security solution that is dynamic, scalable and affordable. **OmniTrac** integrates the technologies of Global Positioning System (GPS) or Global System for Mobile communications (GSM) or General Packet Radio Service (GPRS) to easily and accurately locate vehicle via satellite transmitters or existing cellular phone operator system to relay the vehicle's location to a remote user either real-time or in pre-set time intervals.

5.2.1.2 .18. State-wide Calls and Support Centre

The Ondo State Government desires to renovate administration and governance at all MDA's and at all levels of interaction with extra-governmental agencies. One of the main points of this renovation is the establishment of a central Call and Support Center, **CSC**. This Call Center will serve as one of the core Facility Centers in the execution the ICT Initiatives of the Ondo State Government.

The Call Center will offer all the standard functions to be found in such a facility. These functions include:

The following list shows some of the benefits that the State's ICT Initiative will derive from the Call Center:

1. A **Call Center** will provide channels by which each and every citizen can voice his individual opinions, desires and complaints.
2. A **Call Center** will provide a fundamental point where queries from citizens can be monitored, compiled and distributed for appropriate action.
3. A **Call Center** will provide a secure, government-controlled communication service that goes beyond the boundaries of the Civil Personnel range.
4. A **Call Center** will provide a pivotal logical site for inter-agency queries.
5. **Value-added Facilities** at the Call Center will improve the overall Service Delivery of government. These value-added facilities include SMS Text Management resources, Closed User Group resources and Operator Callback functionality.

5.3. Digital Village/Cyber Park

Digital Villages have been identified all the work as a driving force behind sustainable ICT projects. This is evident in Indian, South Korea, Malaysia, Netherlands etc. Although, these Digital Villages are called different names all over the world such as Cyber Parks, Silicon Valleys, Technology Parks or TechPark, Technology Village, they all refer to same thing. Basically, Digital Villages will serve as a platform for promoting and developing ICT intensive industries. It is therefore imperative for Ondo State to incorporate this into its ICT plans.

Goals of the Digital Village

- To facilitate Technology development and integration
- To stimulate the formation of new technology-based firms and the growth of existing technology-based firms
- To facilitate the growth of SMEs
- To generate employment

- To provide youth empowerment opportunities
- Attracting reputable national and international companies

Key facilities

The Digital Village will be designed to accommodate learning, leisure, business and commercial enterprises. The environment will provide comfort and will be conducive for working and living with the provision of basic facilities such as water, road, transportation, uninterrupted power supply and low cost but comfortable housing.

The Key facilities at the Digital village will include:

- Software, Hardware and Multimedia Research and Development Centre
- Digital Market
- Educational Facilities
- Health Centers
- Sports and Recreational Center
- Police Station
- Film Galleria
- Cyber Café
- Banks
- Hotels
- Auditorium
- Pharmacy
- Supermarket
- Call Center
- Library
- Art and Cultural center

Key Benefits

- Place Ondo State in the map of digitally developed economy
- The Digital Park will encourage, promote, and develop alliance and partnership and collaboration between tenants in the village, centres of higher education and companies

outside the park. It will also provide and promote relationships and partnership with other Parks all over the world.

- The Park will develop and promote innovative culture within the community through interaction among the occupants resulting in creating and sharing of knowledge.
- Provides high level of employment opportunity and availability of highly skilled IT personnel thereby ensure a self-sustaining and supportive leaning community of entrepreneurial tenants.
- It provides easy attraction to customers, suppliers, business partners thereby making possible a great leverage to small and medium enterprises

5.5. Gap ANALYSIS

The infrastructural need of the various MDAs are contain in the detail documents of the state SIFMIS. Any MDA that is not included in the SIFMIS documents could be integrated with the infrastructure provided by the SIFMIS. SIFMIS and the integrated MDAs are expected to be self-sustaining within a shortest possible time.

The technical document of SIFMIS contains details performance measuring indices which could form a bedroach for accessing the performance of the whole integrated system.

Each state holder should be assigned different responsibilities and the feedback mechanism from the stakeholders should be put in place to improve overall performance of the system

5.6. Statement of Policy objectives, Goals and Outcomes

The policy objective is to increase efficiency in governance through ICT with minimums resources as input.

5.7 Short. Medium and Long Time Objectives

- i. The short time objective would be to revamp existing hardware and software Information Technology infrastructure in different MDAs in the state to optimize the use
- ii. Medium time objective would be to revamp State Information Technology Agency to act as a catalyst for other Agencies where IT infrastructure would in in use or located

- iii. The long time objective would be to make Information Technology hub in the country by partnership with foreign and local companies by establishing IT manufacturing and software development village in Ondo state

5.7 Professionalism

In order to achieve the stated objective the Information Technology in the state should be professionalized. Staff training and retraining should be prioritized.

5.8 INFORMATION TECHNOLOGY POLICY FRAMEWORK

5.8.1 Preamble

The advance in Information Technology has turned the world to a global village. Social-political and economic life of a nation is directly impacted by the attainment of her goals in Information technology. There is direct correlation between developments of any nation to how well inform and knowledgeable his people are. Policy innovation and feedback is major ingredient of good governance and this could only be achieved by robust information technology (IT) policy.

In further pursuance of the Ondo state goals in striving for excellence, good governance and the need to bridge the digital gap between the state and global world, the state would pursue a vibrant Information Technology as a service delivery tools, information and feedback mechanism. It could be right to state that Information Technology has the potential of generating employment and reducing poverty. Also, deployment IT infrastructures would make easy the mode of running governance, conducting business, enhance service delivery as well as resulting in economic transformation of the state.

Thus the concept of e-commerce, e-business and electronic money is synonymous with the economic life of a state. When discussing social and business interactions, concepts such as e-mail, Instant Messenger and social networking would readily come to mind. Also e-conferencing, e-learning, mobile leaning, distant education readily come to mind when discussing education. The concept of e-health and e-Agriculture is synonymous with Medical and agricultural sector respectively.

There has been no formal policy and regulatory framework that is guiding information Technology operation in the sector of the Ondo state Civil Service. .

5.8.2 Introduction

Information technology (IT) is the use of computers, storage, networking and other physical devices, infrastructure and processes to create, process, store, secure and exchange all forms of electronic data. It includes several layers of physical equipment otherwise refers to as hardware, virtualization and management or automation tools, operating systems and applications otherwise refers to software used to perform essential functions. User devices, peripherals and software, such as laptops, smartphones or even recording equipment, can be included in the IT domain. IT can also refer to the architectures, methodologies and regulations governing the use and storage of data

5.8.3 Information Technology Policy vision of Ondo State

A globally competitive state operating a knowledge based and electronic economy.

5.8.4 Policy Thrust

Ondo State IT policy thrust is to turn the state into an IT knowledge-driven economy by using IT as a driving force to integrate and allows the entire citizens to participate in governance at a low cost.

5.8.5 Policy Goals

The goals of the Ondo State Policy on Information Technology (IT) are to ensure:

- That the coordination of all ICT activities brought under a single IT Agency
- A comprehensive IT Act for Ondo State enacted
- Universal access to IT education, technologies and services available
- Indigenous capacity in IT technologies and software development enhanced
- An enabling environment for investment in IT
- Provide a comprehensive guideline for the development of IT in the State
- Knowledge and awareness of the benefits and applications of IT to all the people
- The PPP Approach for IT infrastructure integration and development adopted in the State

5.8.6 Information Technology in Ondo State

As of the time of writing this report, there is no official policy guiding the IT sector in Ondo state. Despite enormous resources expended on the IT infrastructure, it merely exists on the paper. It is fact that there is no optimization in the use of resources; agencies are duplicated. For example, Data Civic center should have naturally fall under a department in SITA. Doing this, would make it possible to use the same infrastructure and staff to achieve the same role of the two agencies and avoiding duplication of both human and material resources.

As a starting point the state need to develop a details IT policy and put a season professional devoid of political power-play to ensure robust IT in the state. This, we suggest, bearing in mind by running effective IT policy in state would be a catalyst to other sectors in the state. The present state of IT in the state has called for thorough reform in the sector.

The development of the said IT policy will address the following:

- Appropriate policies, legal, regulatory and institutional frameworks, including a converged IT regulatory agency.
- Accessibility to IT with little cost to the people of Ondo State.
- Address the nitty-gritty of Public Private Partnership (PPP) in areas of IT infrastructure and deployment in Ondo state.
- Research and Development (R&D) in IT.
- Institutional framework for IT policy development, monitoring and review.

Therefore, there is urgent need to develop rubout IT policy the guide the practices of Information Technology in the state.

The policy therefore addresses the following infrastructural deficiencies:

- Broadband infrastructure.
- IT tools (Personal computers, tablets etc.).
- Physical infrastructure (including power).

Also as a way of helping state widely the following must be taken to consideration when developing comprehensive IT policy for the state.

- Appropriate IT curricula and training materials for all levels of education in the state.

- Generalized Digital literacy guidelines and standards for informal sector, non-literate population and special groups.
- Training programs for public servants and private sector employees.
- Information resource centres supporting research, innovation and development
- Provision and promotion of e-learning modes of education.

Also the design policy should make provision for universal access to IT facilities in Ondo state. The villages should be connected and villagers should be sensitized to the importance and use of IT in the state. Also regulatory and control over the use of IT should be clearly defined in the policy.

Security measures should be put in place to regulate the use of IT in the state and to avoid damaging use of IT in the state. Thus limiting the activities of the unscrupulous people from using IT to the disadvantage of the people. We all know that Security is a major challenge in the IT sector. Cyber criminals must be stopped and frustrated

5.8.7 Legislation on the use of IT in the state

There must be a robust IT regulatory framework and an appropriate legislation and coordination of activities of various security agencies to avoid negative use of IT in the state.

5.8.8 Ways Forward

Among other measures, the following should be the focal point when developing the policy.

i. Professionalism

Human personal, being the driving force and determinants factor of successful and sustainable government policy, should be taken as a key factor when developing the policy. The guideline for grading the personnel of IT should as a matter of priority take into consideration the personal criteria and grading guidelines of the computer professional of Nigeria(CPN) which is official regulatory agency for the practice of IT in the country.

ii. Cooperation with NITDA

The state should form an alliance with Nigeria Information Technology Development Agency (NITDA) to tap into their resources provided by the body.

- iii. The Duplication observed between State Information Technology urgency and the Data Civic Centre should be resolved as a matter of urgency by the drawing up of a robust IT policy for the state.
- iv. SIFMIS, which is an important project in Ondo state that has potential to raise the income of the state, should be incorporated into any IT policy developed by the state.
- v. Training and Education of the staff in the use and maintenance of IT in Ondo State should be accorded priority
- vi. Deployment of Networking and software infrastructure similar to the one enumerated in SIFMIS detail documents should be extended to MDAs and agencies where SIOFMIS was not covered.

5.8.9 Streamlining of IT Agency

Our committee discovered that some IT infrastructures were duplicated. Agency such as SITA and Data Civic Center could be merged to optimize the staff and infrastructure resources in these organizations. IT infrastructure in different MDAs in the state should be audited with the aim of bringing them under one umbrella for easy and efficient management.

5.8.10 IT Park/Village in Ondo State

Ondo state should, as a matter of priority, take advantage of local content policy of the federal government and created a robust IT village in Ondo state where foreigners and professional expert should be allowed to develop an indigenous hardware and software infrastructure for the state, Nigeria and foreign countries.

5.9 RECOMMEDATION

i. e-waste Management

The management of waste could be digitized as a mean of generating additional income for the state. In this regard the state waste management agency should be revamp by going into partnership with private entity (ies) to minimize waste in the system. This should be

complimented by complete computerization and could be achieved by initial enumeration of the houses and waste management done electronically.

ii. e-Transport

The state could go into partnership with private establishment or investor to revive the moribund Owena mass transport system and manage the same electronically for smooth operation. The e-transport would leverage the present toll collection by individual by use of IT and enhance revenue generation of the government. Also it will indirectly account for job creation effort for the incoming government. The free bus shuttle system of the present administration could be digitized to allow for feedback and to monitor its efficacy thereby paving way for improvement. In addition, the existing toll collection from commercial motor cycles popularly called “Okada” and commercial vehicles in the state can be computerized. This would generate employment as well as serve as a source of income for the government.

iii. e-Tourism

Ondo state has tourism potentials. The existing tourism potentials can be leveraged as well as creation of a new tourism haven for the state. Our committee would suggest promotion of the existing tourist center such as Idanre hill, Deji’s palace, Eriolu hill and creation of the mystical Igbo Olodumare. The Igbo Olodumare by D.O Fagunwa has been translated to many languages and celebrated by many countries worldwide. So creating the legendary Igbo Olodumare by inviting experts to mimic the real life Igbo Olodumare and use of IT to market the same would be an addition to Tourism potential of the state. The state can partner with the neighboring states that made up of the defunct western states.

5.9.1 Other Recommendation.

The existing SITA infrastructure should be examined and synchronized with the facilities present in the Data civil Centre. Also that SIFMIS infrastructure should be studied and integrated with any existing system. It is recommended that SITA and Data Civic center be merged to optimize the professional there as well as to avoid duplication of facilities.

Additionally, the state could partner with Computer Forensic institute and its partners to bring the proposed training infrastructure and facilities to Ondo state. The could act as training hub for the Military, Paramilitary, Judicial etc. professionals in the in the country. This would serve as a means of generation additional income for the state as the project would be self-sustaining.

SECTION 6 Ondo State Community Based Urban Development Project (ODCBUDP)

6.1 Introduction

The World Bank Assisted Project otherwise known as Ondo State Community Based Urban Development Project (ODCBUDP), under intergovernmental relation and multilateral unit of the office of the Governor came up in January, 2005. It was implemented in two phases. The first states that participated in the first phase are Akwa Ibom, Bauchi, Ebonyi, Edo, Jigawa, Nassarawa and Ogun. However, it was only Ondo and Abia that were absorbed into the second phase of the project among Abia, Adamawa, Kaduna, River, Sokoto States.

The participating States in phase two were selected based on the criteria agreed on during negotiations (Geological balance, size of urban population, degree of urban poverty, capacity to borrow and meet counterpart funding requirements, and completed audits reports from previous International Development Association (IDA) credits. All these criteria, Ondo State was able to meet and thus be part of the participating states.

The Project Implementation Unit (PIU) for the Project was drawn from among professionals from various Ministries, Parastals and the Local Governments. The PIU was headed by Project Steering Committee Chairman appointed by the State Governor.

6.2 MANDATE OF THE PROJECT.

The ODCBUDP was designed to impact on the decayed urban infrastructure in low income neighbourhood in Akure community due to inadequate investment in new facility and negligible maintenance of existing facilities.

Specific Areas of Intervention includes;

- Roads
- Drainage Channel (Storm water control)
- Electricity

- Water supply scheme
- Solid waste management
- Provision of sanitation facilities / public toilets

6.3 STATUS OF THE PROJECT (2005-2011)

The project, as an infrastructure based programme is automatically headed by a relevant qualified and competent professional this is mandatory status for the project.

As an Intervention Programme aimed at alleviating the poor living conditions of the people, the Project equally provide social, economic, and environment benefits to the urban poor in selected Akure settlement.

Based on the needs and priority assessment undertaken by the PIU during project preparation, a Preliminary Engineering Design was developed within budget constraints to provide or rehabilitate basic municipal infrastructure and service necessary to improve the living conditions of people in Akure communities.

The selected communities in Akure are as follows:

- Oke Aro / Eyinke Communities
- Irowo / Odige / Odopetu Communities
- Isolo / Ijomu / Odokoyi / Ayetoro Communities
- Imuagun / Araromi / Okegan / Owode Communities

6.3.1 Milestone Achievements of ODCBUDP (2005-2011)

- ❖ 40km length of roads and drains were upgraded and rehabilitated in the above mentioned communities.
- ❖ 8.3km lengths of flood control concrete channels were constructed.
- ❖ 3 Boreholes were constructed and 12.35km length of water pipeline were laid.
- ❖ Construction of three Power substations with transformers were provided, installed and energized.
- ❖ Provision of ten (10) blocks of Ventilated Improved Public (VIP) toilets of four compartments with fully running water supply system.

- ❖ Capacity building and training of staff of the Project and the Community Technical Committee (CTC) of the project on developmental and strategy to enhance their performance.
- ❖ HIV / AIDS awareness campaign were carried out on project sites.
- ❖ Geographic information systems. (GIS) trainings were organized for the staff of the Ministry of Works and the Ministry of Urban & Physical Planning.
- ❖ Donated ten (10) trucks to Waste Management Authority for efficient disposal of solid waste in Akure Urban Center.
- ❖ Needs Assessment was carried out at Ore town in Odigbo Local Government in anticipation of replication of the project in Ore.
- ❖ Carried out complete Preliminary Engineering Design (PED) of Ore Urban Centre in Odigbo LGA

6.4 STATUS OF THE ODCBUDP (AUGUST 2011-DATE)

In August 2011, the Project Credit window was closed by the International Development Association (IDA) and fund was no longer available from the IDA. The fund provided in the first and second phases were to serve as a pilot programme for the takeoff and total adoption of the initiative by the participating state governments.

At this point, the State Government attempted to take over the replication as it was stated in the project document. Based on the project appraisal of all the socio economic index of urban centres in Ondo state using the World Bank templates, Ore in Odigbo LGA was chosen as the town where the project would be replicated using the same World Bank template.

The PIU carried out the Preliminary Engineering Design (PED) based on the directives of the state Government for complete upgrading and infrastructural development of Ore community.

Having successfully carried out a comprehensive preliminary engineering design for Ore, the project was able to secure a budgetary provision for Ore development in year 2012 and 2013. Unfortunately, no single fund was made available for execution till date.

6.5 PROPOSED ACTION PLAN FOR ODCBUDP

As a result of significant achievement of ODCBUDP enumerated in 3 above, the Project is planning to achieve the following during the tenure of this administration.

- Complete replication of ODCDUCP as a tool for urban transformation and development for Ondo State. It will enable the project to source for developmental fund from other agencies like the African Development Bank. etc.
- Approach World Bank Country Office to tap into the Bank Rural Access Mobility Project (RAMP). RAMP is a World Bank project that attempts to link all the rural roads from the food budgets zone to urban centres. The advantages include;
 1. Direct access to the villages and community where food items are grown.
 2. Speedy evacuation of perishable food item to **the** urban centres where the farmers can sell their product at a competitive market price.
 3. Open up the community.
 4. Possibility of road upgrading. In the nearest possible time.

Iii. Approach World Bank to drive the flood and erosion control (FECI). Infrastructure in urban town of Akure, Okitipupa, Ore, Owo, Ikare, Ondo.

7 Recommendation

Government should:

- Undertake practical replication of ODCDUCP at the following Urban centres Ore, Okitipupa, Owo, Ikare and Akure starting with Ore to accelerate rapid provision of urban infrastructures in the State
- Review and adopt the Ore prepared preliminary Engineering Design for implementation.
- Empower the ODCBUDP to source for fund from the World Bank Rural Access Mobility Project (RAMP) for provision of road to our rural community.
- Empower ODCDUCP to approach the World Bank for intervention for flood and erosion control project in Ondo State.
- Make adequate budgetary provisions for the project to actualize above exercise.
- Ensure that a qualified and competent professional heads the Project i.e. to serve as Project Director/Secretary

SECTION 7 Firefighting Services Infrastructure

7.1 Overview.

The Fire services is a veritable unit under the Finance and Admin. Department of ministry of works. The unit is saddled with any activity that has to do with humanitarian services such as saving human lives out of emergent situations arising from fire outbreak, falling inside well, flooding, house collapse, any form of accident and public enlightenment on preventive measures against any of the above listed disasters.

Over the years the obsolete regulation that established the Fire Services right from Western region era had not been amended to meet up with the socioeconomic realities of today. The N15.00 per month still subsist for the hazard allowance in Ondo state what a ridiculous amount. Aside, shifting allowance which is 12.5% of the basic salary had not been reviewed in the last twenty years. Other states in the neighborhood gets minimum of 20%. Our plea is that the hazard allowance should be increased to 10% of the basic.

7.2 Inventory of Fire Services Infrastructure

AKURE HEADQUARTERS FIRE STATION

S/N	ESTABLISHMENT POSITION	NO IN POST	VACANCY
1	Chief Fire Officer	1	Nil
2	Deputy Chief Fire Officer	1	Nil
3	Operational Officer	1	Nil
4	Administrative Officer	3	1
5	Store Officer	1	Nil
6	Maintenance Officer	1	Nil
7	Control Room	6	Nil
8	3 Watches i.e. (Red, Blue & White Watch)	22	23
9	Driver	6	6
10	Gardner	Nil	2

EQUIPMENT

S/N	EQUIPMENT	NO. ON GROUND	FUNCTIONING	NOT FUNCTIONING	NO. NEEDED
1	Utility Vehicles	5	1	4	4
2	Fire Fighting Trucks	6	1	5	3
3	Portable Pump	Nil	Nil	Nil	2
4	Breaking-in tools	Nil	Nil	Nil	2
5	Delivery Hose	2	Nil	Nil	50
6	Branches	2	Nil	Nil	10
7	Cheer Cutters	Nil	Nil	Nil	5
8	Dividing Breaching	Nil	Nil	Nil	3
9	Search Lamp	Nil	Nil	Nil	2
10	Auto Propane	Nil	Nil	Nil	2

ONDO FIRE STATION

S/N	ESTABLISHMENT POSITION	NO IN POST	VACANCY
1	Asst. Chief Fire Officer	1	Nil
2	Deputy Officer	1	Nil
3	3 Watches i.e. (Red, Blue & White Watch)	6	19
4	Driver	1	5
5	Gardner	Nil	1

EQUIPMENT

S/N	EQUIPMENT	NO. ON GROUND	FUNCTIONING	NOT FUNCTIONING	NO. NEEDED
1	Fire Fighting Trucks	1	1	Nil	1
2	Portable Pump	Nil	Nil	Nil	1
3	Delivery Hose	2	Nil	Nil	8
4	Branches	1	Nil	Nil	2
5	Cheer Cutters	Nil	Nil	Nil	2
6	Dividing Breaching	Nil	Nil	Nil	2
7	Search Lamp	Nil	Nil	Nil	1
8	Auto Propane	Nil	Nil	Nil	1

OWO FIRE STATION

S/N	ESTABLISHMENT POSITION	NO IN POST	VACANCY
1	Asst. Chief Fire Officer	1	Nil
2	Deputy Officer	1	Nil
3	3 Watches i.e. (Red, Blue & White Watch)	6	19
4	Driver	1	5
5	Gardner	Nil	1

EQUIPMENT

S/N	EQUIPMENT	NO. ON GROUND	FUNCTIONING	NOT FUNCTIONING	NO. NEEDED
1	Fire Fighting Trucks	2	1	1	1
2	Portable Pump	Nil	Nil	Nil	1
3	Delivery Hose	2	Nil	Nil	8
4	Branches	1	Nil	Nil	2
5	Cheer Cutters	Nil	Nil	Nil	2
6	Dividing Breaching	Nil	Nil	Nil	2
7	Search Lamp	Nil	Nil	Nil	1
8	Auto Propane	Nil	Nil	Nil	1

OKITIPUPA FIRE STATION

S/N	ESTABLISHMENT POSITION	NO IN POST	VACANCY
1	Asst. Chief Fire Officer	1	Nil
2	Deputy Officer	1	Nil
3	3 Watches i.e. (Red, Blue & White Watch)	6	19
4	Driver	1	5
5	Gardner	Nil	1

EQUIPMENT

S/N	EQUIPMENT	NO. ON GROUND	FUNCTIONING	NOT FUNCTIONING	NO. NEEDED
1	Fire Fighting Trucks	1	1	Nil	1
2	Portable Pump	Nil	Nil	Nil	1
3	Delivery Hose	2	Nil	Nil	8
4	Branches	1	Nil	Nil	2
5	Cheer Cutters	Nil	Nil	Nil	2
6	Dividing Breaching	Nil	Nil	Nil	2
7	Search Lamp	Nil	Nil	Nil	1
8	Auto Propane	Nil	Nil	Nil	1

IKARE FIRE STATION

S/N	ESTABLISHMENT POSITION	NO IN POST	VACANCY
1	Asst. Chief Fire Officer	1	Nil
2	Deputy Officer	1	Nil
3	3 Watches i.e. (Red, Blue & White Watch)	6	19
4	Driver	1	5
5	Gardner	Nil	1

EQUIPMENT

S/N	EQUIPMENT	NO. ON GROUND	FUNCTIONING	NOT FUNCTIONING	NO. NEEDED
1	Fire Fighting Trucks	1	1	Nil	1
2	Portable Pump	Nil	Nil	Nil	1
3	Delivery Hose	2	Nil	Nil	8
4	Branches	1	Nil	Nil	2
5	Cheer Cutters	Nil	Nil	Nil	2
6	Dividing Breaching	Nil	Nil	Nil	2
7	Search Lamp	Nil	Nil	Nil	1
8	Auto Propane	Nil	Nil	Nil	1

OKA FIRE STATION

S/N	ESTABLISHMENT POSITION	NO IN POST	VACANCY
1	Asst. Chief Fire Officer	1	Nil
2	Deputy Officer	1	Nil
3	3 Watches i.e. (Red, Blue & White Watch)	6	19
4	Driver	1	5
5	Gardner	Nil	1

EQUIPMENT

S/N	EQUIPMENT	NO. ON GROUND	FUNCTIONING	NOT FUNCTIONING	NO. NEEDED
1	Fire Fighting Trucks	1	1	Nil	1
2	Portable Pump	Nil	Nil	Nil	1
3	Delivery Hose	2	Nil	Nil	8
4	Branches	1	Nil	Nil	2
5	Cheer Cutters	Nil	Nil	Nil	2
6	Dividing Breaching	Nil	Nil	Nil	2
7	Search Lamp	Nil	Nil	Nil	1
8	Auto Propane	Nil	Nil	Nil	1

ORE FIRE STATION

S/N	ESTABLISHMENT POSITION	NO IN POST	VACANCY
1	Asst. Chief Fire Officer	1	Nil
2	Deputy Officer	1	Nil
3	3 Watches i.e. (Red, Blue & White Watch)	6	19
4	Driver	1	5
5	Gardner	Nil	1

EQUIPMENT

S/N	EQUIPMENT	NO. ON GROUND	FUNCTIONING	NOT FUNCTIONING	NO. NEEDED
1	Fire Fighting Trucks	1	1	Nil	1
2	Portable Pump	Nil	Nil	Nil	1
3	Delivery Hose	2	Nil	Nil	8

4	Branches	1	Nil	Nil	2
5	Cheer Cutters	Nil	Nil	Nil	2
6	Dividing Breaching	Nil	Nil	Nil	2
7	Search Lamp	Nil	Nil	Nil	1
8	Auto Propane	Nil	Nil	Nil	1

Below are the requirement needed for the existing and new Fire Station across the 18 Local Government areas.

EXISTING FIRE STATIONS

S/N	EXISTING FIRE STATIONS AND ITS REQUIREMENT	NEW FIRE STATION TO BE CREATED
1)	<p><u>AKURE HEADQUARTER</u></p> <ul style="list-style-type: none"> a. Needs renovation b. Three (3) new fire fighting trucks c. Two (2) portable pumps d. Repairing of (2) existing bore-hole e. Procurement of 40pcs of Delivery Hose with 20 Pcs of Branch (Nozzle) f. Procurement of 80 drums of Chemical Foam Compound <p>E & F is to be distributed across all existing Fire Stations</p>	<p><u>AKURE METROPOLIS</u></p> <ul style="list-style-type: none"> a. One (1) new station at Oke-Aro b. One (1) new station at Ondo Road c. One (1) new station at Ilesha Road d. One (1) new station at Ado Road <p>These new stations are to complement the existing one</p>
2)	<p><u>ONDO FIRE STATION</u></p> <ul style="list-style-type: none"> a. Needs renovation b. Two (2) new firefighting trucks c. One (1) portable pumps d. Repairing of (1) existing bore-hole 	<p><u>ONDO METROPOLIS</u></p> <ul style="list-style-type: none"> a. One (1) new station at Igba Area b. One (1) new station at Ife Road c. One (1) new station at Ayeyemi Area d. One (1) new station at Town Hall Area <p>These new stations are to complement the existing one</p>
3)	<p><u>OWO FIRE STATION</u></p> <ul style="list-style-type: none"> a. Needs renovation b. Two (2) new firefighting trucks 	<p><u>OWO METROPOLIS</u></p> <ul style="list-style-type: none"> a. One (1) new station at Ikare Junction area b. One (1) new station at Iyere Owo

	c. One (1) portable pumps	These new stations are to complement the existing one
4)	<u>OKITIPUPA FIRE STATION</u> <ol style="list-style-type: none"> Needs renovation Two (2) new firefighting trucks One (1) portable pumps Repairing of (1) existing bore-hole 	<u>OKITIPUPA METROPOLIS</u> <ol style="list-style-type: none"> One (1) new station at Ijodo/Ikoya Road One (1) new station at LG/Igbokoda Road <p>These new stations are to complement the existing ones</p>
5)	<u>IKARE FIRE STATION</u> <ol style="list-style-type: none"> Needs renovation Two (2) new firefighting trucks One (1) portable pumps Repairing of (1) existing bore-hole 	<u>IKARE METROPOLIS</u> <ol style="list-style-type: none"> One (1) new station at Erusu-Ajowa Road One (1) new station at Okeagbe Road <p>These new stations are to complement the existing one</p>
6)	<u>OKA FIRE STATION</u> <ol style="list-style-type: none"> Needs a New Station Two (2) new firefighting trucks One (1) portable pumps Needs (1) new bore-hole 	<u>OKA METROPOLIS</u> <ol style="list-style-type: none"> One (1) new station at Oke Oka One (1) new station at Oka Junction <p>These new stations are to complement the existing one</p>
7)	<u>ORE FIRE STATION</u> <ol style="list-style-type: none"> Needs a New Station Two (2) new firefighting trucks One (1) portable pumps Needs (1) new bore-hole 	<u>ORE METROPOLIS</u> <ol style="list-style-type: none"> One (1) new station at Benin-Lagos express way <p>The new station is to complement the existing one</p>

NEW FIRE STATION IN OTHER LOCAL GOVERNMENT AREAS

1. Akure North LG
2. Ifedore LG
3. Idanre LG
4. Irele LG
5. Igbokoda LG
6. Ese Odo LG
7. Ondo East LG

8. Ileoluji-Okeigbo LG
9. Akoko North West LG
10. Akoko South East LG
11. Ose LG

NOTE: Each Local Government area needs at least

- a. One (1) Firefighting truck
- b. One (1) Portable Pump
- c. One Bore-hole
- d. 25 Personnel

7.3 RECOMMENDATION

Government should;

- Procure state of the earth firefighting equipment for the state to include all the area offices
- Recruit adequate and qualified personal
- Carry out training and retraining for officers to be able to handle the equipment
- Review the old hazard and shift allowances to officers.

SECTION 8 Educational Infrastructure

8.1 Overview

Poor and insufficient school infrastructure negatively impacts student learning and schooling outcomes. Myriad factors have contributed to an infrastructure gap in the education sector in many countries – rapid increases in enrolments, poor maintenance and aging capital stocks, rural to urban migration, and inefficient government planning and school construction to name a few.

The issue of financing is of utmost importance to the growth and development of education generally.

Education infrastructure includes,

- School classroom blocks.
- Library
- Laboratory
- Sanitary facilities
- Computers and IT facilities
- School amenities.
- Drinking water facilities
- Paved roads
- Electricity

8.2 Gap need

- Inadequacy of learning space and associated facilities.
- Inadequacy of financing of education and the rising demands,
- the role of private resources in education infrastructure is imperative.
- The emerging information and communication technologies (ICT) represent a major challenge and a major opportunity for education.

- Mega school is scanty compared to the school/pupil population
- It is expensive to maintain
- It is too far from pupil's residence.
- The cost of construction Mega School can build many standard schools.

8.3 Programs and project.

- Rehabilitation of schools that are in disrepair
- Expanding learning space in overcrowded schools
- Improving sanitary facilities, particularly for girls.
-

8.4 Top of Form

Recommendations

- The existing programme of Mega schools is not sustainable.
- The programme is selective and not state spread.
- It's too far from the pupils.
- It is too expensive.
- Facilities in one can be spread over many schools.
- All Schools need standards--based Educational Facilities Master Plans
- PPP
- NGO
- Training and retraining of school
- Equip schools with adequate hardware, software and internet connections,
- State and Local funding partnership,
- The use of computers in school can increase student learning

SECTION 9 HEALTH INFRASTRUCTURE.

9.1 Overview

Public health infrastructure provides communities and state, capacity to prevent disease, promote health, and prepare for and respond to both acute (emergency) threats and chronic (ongoing) challenges to health.

HEALTH INFRASTRUCTURES

1. Buildings
2. Accessible roads
3. Laboratory
4. Water
5. Sanitation
6. Morgue
7. Computers and ICT

9.2 Goal

To ensure that State health agencies have the necessary infrastructure to effectively provide essential public health services

NEED GAP

Workforce is a critical infrastructure in the health sector.

9.3 Recommendation.

- All health institution in Ondo state should be equipped with necessary basic infrastructural facilities.
- Workforce is a critical infrastructure in the health sector.

SECTION 10 Sport Infrastructure

10.1 Overview

The Akure New Stadium, located along Ilesha-Owo Road in the Ondo State capital city of Akure, is owned by the Ondo State Government. The construction commenced with a flag off on 28th August 2008 during the tenure of His Excellency, late Governor Dr Olusegun Agagu. It was designed for 10,000 and was later reviewed to 40,000 capacities.

STATUS:

The project has been abandoned.

10.2 Inventory

1. Old stadium complex at Akure
2. Old stadium complex Ondo.
3. Sport complex, Ikare.
4. Sport complex Owo.
4. Sport complex, Okitipupa.
5. Proposed new stadium, Araromi Akure
6. Proposed stadium Okitipupa road, Ore
7. Water supply
8. Power and lighting system
9. Road network to/from and around the stadium.

10.3 Recommendation

Government should:

- Review and re-award the new Akure stadium
- Ensure that all infrastructural facilities are inclusive.

DEVELOPMENT OF COMMERCE & INDUSTRY

SUBMITTED BY

SUB-COMMITTEE ON COMMERCE & INDUSTRIAL DEVELOPMENT

Professor Segun Adegbulugbe
Chairman

Mr. Kayode Falowo
Secretary



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CHAIRMAN'S INTRODUCTORY STATEMENT

The Governor Elect – Mr. Rotimi Akeredolu SAN appointed a number of Committees for the transition program of his incoming Administration. The present report is the outcome of the deliberations of the Sub-Committee on Commerce and Industry.

The overarching conclusion of our deliberation is that the incoming Administration has a unique opportunity to turn Ondo State economy around from an Agrarian, Civil Service dominated economy into an industrial, vibrant and diversified economy for the benefit of all.

The storyline of this report details the present economic situation and challenges inhibiting the transformation of the State's economy. In addition, the campaign promises of the incoming Governor are translated into measurable targets. Finally, some concrete projects, strategies and institutional reforms for taking Ondo State from where it is to where it should be are also detailed in this report.

On behalf of all the members of the Sub-Committee, I want to express our sincere appreciation to the Governor-Elect for the opportunity to serve.

PROF. OLUSEGUN ADEGBULUGBE

COMMITTEE CHAIRMAN

EXECUTIVE SUMMARY

Ondo State (“Ondo” or “the State”), one of the most endowed States of Nigeria, is on the verge of its economic and social coming of age with the recent election of Mr. Oluwarotimi Akeredolu as the next Governor of the State. Ondo State is poised to embark on activities which will culminate in it attaining significant development and ultimately economic growth and independence.

With this goal in mind, the Governor-Elect inaugurated a Transition Committee (“TC”) which was broken down into several Sub-Committees (“SCs”). The Mandate of the TC and the SCs is to take a pragmatic look at all aspects of the State, ascertain the current state of development and then proffer viable means of effecting significant and sustainable development during the Administration.

One of the various committees which were inaugurated is the Committee on Commerce and Industry Development. The mandate of the Committee is to assess the commerce and industry sectors of the State and then proffer viable and sustainable initiatives which the State may embark upon to foster the development of its economy. Ultimately these are to lead to significant improvement of the standard of living of its indigenes by way of increment in the per capita GDP and improvement in general social wellbeing.

This report, which was prepared by the Transition Sub-Committee on Commerce and Industry Development, takes the following broad outline:

1. An introduction which provides the general overview of the current status of Commerce and Industry in Ondo State. The section is to answer the question “where is the State now?”, providing details on the history, current C&I operation, challenges and opportunities available in the C&I sector of the State.
2. Following this, Section 2 deals with the short, medium and long term vision, objectives and goals of the State with respect to the C&I sector. It is to address the strategic framework to be adopted for achieving the identified vision, objectives and goals.

3. Section 3 focuses on the selection of key projects which are realistically achievable and commercially viable for the State to embark on, giving its current financial capacity and the areas of focus of the new administration.
4. In-line with the objectives of the new administration, Section 4 essentially discusses critical frameworks (with enabling framework, institutional framework, regulatory framework, policy framework), the development of business services, creation of industrial clusters and parks, power solution for the State (with focus on gas/renewable energy) and mobilizing capital/finance for achieving the agenda of the State.
5. Section 5 discusses the strategies which may be adopted by the State to critically improve inter-sectoral linkages between the SME's and other sectors of the State's economy. The section also discusses linkages between various business segments, comparative advantage of the State's geographical locations and linkage between Ondo and other states of the Federation.
6. State institutions and departments are very critical to the success of the new administration and in recognition of this, Section 6 seeks to ascertain the adequacy and inadequacies of the State's current institutions, which are charged with the responsibility of developing the commerce and industry sector. Such institutions include the Ondo State Investment Advisory Council, Ondo State Entrepreneurship Development Centre, Ondo State Investment Corporation, various Business Associations, as well as the Directorate for Public Private Partnerships.

Following the above key sections, a conclusion is provided which summarizes key aspects of the various sections and then recommends the key next steps which the State should take.

The Committee has also prepared an Implementation Schedule which outlines the various activities recommended under each section, the estimated time to completion, the responsible office or personnel, and the status of completion.

Constitution of the Sub-Committee on Commerce and Industrial Development

Membership

Akarakiri Oluwafemi Oluwaseun

Dr. Adewole Adeyeye

Dr. Ayo Teriba

Engr. Akin Odumakinde

Engr. Emmanuel Adewunmi

Engr. Kupolokun

Gbenga Ademulegun

Gboyega Akindeko

Jide Ipinsagba

Jimi Odimayo

Kayode Falowo

Mr. Feyi Agagu

Mr. Lampe Omoyele

Pastor (Mrs.) Sola David

Pastor Emmanuel Igbasan

Prof. Aderibigbe Olomola

Prof. Bayonle Ademodi

Prof. Segun Adegbulugbe

Segun Fagboyegun

Dr. Wunmi Ilawole

Prince Dapo Adelegan

Engr. Ronald Ogunleye

Isaac Obafaye

Number of Sitzings: 6

SECTION 1 - INTRODUCTION

Background

Ondo State was created in 1976 as part of the efforts of the then Federal Government to bring development to different parts of the country. Located in the South-Western region of Nigeria, the State is divided into 18 Local Government Areas for administrative purposes and into 3 Senatorial Districts for electoral activities.

Occupying a geographical area of 14,793 square kilometres, Ondo State is endowed with a well-educated populace of 3,441,024 (2006 census, 2011 est. 3,960,000), diverse natural resources and a climate that supports agricultural activities, from which the state's tag line "Sunshine State" was derived.

The State enjoys a 75km Atlantic Ocean coastal front in its southern border - the longest in the country, and has six land border States namely Delta and Edo (East), Ogun and Osun (West) as well as Ekiti and Kogi (North). Going from the south to the northern part of the State, the topography comprises mainly of a marine environment, dense forest and savannah forest regions.

Ondo State's non-oil GDP is dominated by commerce (53 percent) and agriculture (43 percent) which both account for 96 percent of non-oil GDP, while industry (two percent) and non-commercial services (two percent) contribute very little¹. The main commercial activities include wholesale and retail trade, real estate, road transport and financial institutions.

Cocoa production is the chief crop derived from agricultural activities in the State. With 40% production share of the country's 240,000 tons cocoa beans production (2015), the State is the largest producer of Cocoa in Nigeria even though these are all from small scale farmers. Other major agricultural products include Oil Palm, Cassava, Tomato, Plantain, Cashew, Mango, Kola nut, Rubber, Maize, Timber, Fish and Shrimp amongst others. Manufacturing is the main industrial activity as utilities and mining activities remain relatively small contributors to the economy of the State.

¹ Sources: Economic Associates Estimates for 2011, based on weights provided by National Bureau of Statistics for 2009.

Ondo State is also rich in hydrocarbons with several production reserves located in the southern region and immediate offshore. As a result, it is classed as part of the nine Niger-Delta oil and gas resourced states of the Federation. Discovered as far back as 1905, Ondo State bitumen deposit is classified as one of the largest of such deposits in the world.

The Northern part of the State is similarly endowed with solid minerals such as Kaolin, Iron Ore, Limestone, Columbite, Molybdenum, Zircon, Tantalite and Granite. Detail distribution of the resources in the State are as provided in the following pages.

S/N	RESOURCE	PRODUCTION AREA	PRODUCTS	EXISTING INDUSTRY	OPPORTUNITIES
CROPS					
1	Cocoa	16 of 18 LGAs	Cocoa beans, butter, cake, powder, wine, soap	Ile-Oluji Cocoa Industry	New Plantations, rehabilitation of existing ones, enormous gap in processing capacity. New plantations, rehabilitation of existing plantations, establishment of large-scale processing plants,
2	Oil Palm	All LGAs	Palm Kernel, oil, cake, butter, soap/detergent, Candle	Okitipupa Oil Palm. Araromi Oil Palm, Irele Oil Palm	
3	Rubber	6 LGAs	Lump rubber, Tires, Plastics, Insulators	Araromi Rubber Estates of Nigeria	Rehabilitate existing rubber plantations, establish new plantations, establish plastic industries
4	Cashew	All LGAs	Cashew juice, nuts, vegetable oil, brake fluid, peanut butter	JOF Ideal Farms Owo	Establish Cashew plantations and processing factories
5	Kolanut	16 of 18 LGAs	Kolanut, Kola-wine, Soft drinks, Dye, Liquide Soap, Fertilizer	None	Establish Kolanut Farms and processing factories
6	Cassava	All LGAs	Gari, Cassava flour, chips, grits, ethanol, glucose	Matna Starch Farm, Oke Ayo farms, Cassava Processing Factory Okitipupa	Expansion of existing farms, establishment of and rehabilitation of processing factories
7	Yam	All LGAs	Yam flour, Pounded Yam flour	None	Establishment of Yam flour factory
8	Cocoyam	All LGAs	Chips	None	Establishment of Cocoyam chips factory
9	Maize	All LGAs	Pap, Alcohol, corn syrup, glucose, animal and fish feed	None	Feed mills

S/N	RESOURCE	PRODUCTION AREA	PRODUCTS	EXISTING INDUSTRY	OPPORTUNITIES
10	Rice	5 of 18 LGAs	Flour, Livestock feeds, Rice Grains, Ash	Oladet Rice Processing Mill	Expansion of existing farms, establishment of more processing factories
11	Sugarcane	Swampy areas in each LG	Refined Sugar, Alcohol	None	Sugarcane Factories, Ethanol Production
12	Pineapples	All LGAs	Pineapple juice and concentrates	None	Establish plantations and processing plant
13	Citrus	All LGAs	Soft drinks and juice	None	Establish plantations and processing plant
14	Mango	All LGAs	Soft drinks and juice	None	Establish plantations and processing plant
15	Pepper	All LGAs	Farm insect repellent	None	Establish plantations and processing plant
16	Tomatoes	All LGAs	Tomato Juice	Arigidi Tomato Factory	Establish plantations and additional processing plant
17	Okro	All LGAs	Seed Fruit, Vegetable	None	Establish plantations and processing plant
18	Melon	All LGAs	Melon Seed	None	Establish plantations and processing plant
19	Teak Wood	10 of 18 LGAs	Sawn timbers, Poles, Furniture components, Saw logs	Small Scale Sawmills	Increase existing plantations, establish new wood processing plant and furniture cluster
20	Melina	10 of 18 LGAs	Sawn timbers, Poles, Furniture components, Saw logs	Small Scale Sawmills	Increase existing plantations, establish new wood processing plant and furniture cluster
21	Indigenous Species, Masonia, Nauclea, Terminalia	3 of 18 LGAs	Sawn timbers, Poles, Furniture components, Saw logs	Small Scale Sawmills	Increase existing plantations, establish new wood processing plant and furniture cluster

S/N	RESOURCE	PRODUCTION AREA	PRODUCTS	EXISTING INDUSTRY	OPPORTUNITIES
FISHERY					
22	Fish (Sole, Snapper, Bigeye Grunter, Croakers, Jacks)	Riverine LGAs	Smoked fish, fresh fish, dried fish, fish oil, fish meal, condiments	Igbokoda Fishing terminal	Trawling, Aquaculture, Fish Processing, Fish Meal
23	Shrimps	Riverine LGAs	White shrimps, pink shrimps, condiments production	Igbokoda Fishing terminal	Trawling, shrimp Processing,
24	Shrimp farming	None yet			Could be established in riverine areas
HYDROCARBONS					
25	Crude Oil	Ilaje LGA	Diverse hydrocarbon fuel, Lubricating oil, petroleum jelly, paraffin wax, asphalt, carbon black	No refinery yet	Petroleum refinery, petrochemical plant, Plastic processing plant
26	Natural Gas	Ilaje LGA	LNG, Fertilizer, Methanol	No processing plant yet	LNG, Fertilizer and Methanol plants
27	Bitumen	3 of 18 LGAs	Heavy oil, synthetic fuels, grease, wax, asphalt, Sulphur, vanadium, nickel, petrochemicals, phenol	No commercial exploitation yet	Asphalt Plant, Pharmaceutical Industry, Textile industry, Plastic industry, Petrochemicals and Bitumen refinery
MINERALS					
28	Silica Sand	2 of 18 LGAs	Glass, Lime-sand, aerated bricks	Oluwa Glass (moribund)	Sheet Glass, Bottles, Chalk industry
29	Kaolin	3 of 18 LGAs	Ceramic products, bricks, medicine, food additives, insecticides, refractory products	Low level mining. Golden Ceramics Ifon (Moribund)	Ceramic industry, Paint industry, Chalk industry
30	Bulk Clay	3 of 18 LGAs	Pottery, Ceramics		Electric pottery factory, welding, wire factory, bricks factory,
31	Limestone	1 of 18 LGAs	Cement, Lime	None	Cement and hydrated lime production

S/N	RESOURCE	PRODUCTION AREA	PRODUCTS	EXISTING INDUSTRY	OPPORTUNITIES
32	Granite	6 of 18 LGAs	paving stones, stone dust, aggregates	Crush Rock Ind.	Granite Slab, tiles, stone dust and aggregate factories
33	Iron-ore	2 of 18 LGAs	Iron and Steel	None	Foundry

The above resource list points to the diverse opportunities available to investors and the abundance of latent wealth within the State, some of which provide the driving force for its economic activities.

Overview of Commerce & Industry in Ondo State

Over the period of its existence, efforts have been made by both the State government and private individuals to harness its natural and agricultural resources towards industrialization and to grow commercial activities for improved standard of living of the residents, as well as to generate revenue in support of infrastructural development within the State.

In addition to large industries established wholly or partially by the State Government, attention was also directed at enhancing Micro, Small and Medium Scale Enterprises (MSMEs) given their proven nature in job creation and distribution.

Unfortunately, the lack of success of these efforts is indicated by the perpetual low level of economic activity, high level of unemployment, high rate of business failures and moribund state-owned industries - all leading to a stagnated economy. The few surviving medium and large enterprises are concentrated in urban regions, with the resultant rural-urban migration, accelerating the depletion of rural workforce required to sustain its agricultural activities and deepening their poverty level.

Some industries that were once the pride of the State have since ceased operations or running well below capacity. Government's attempts to revive these through privatization have also failed to yield the expected result. Some of these industries include the Oluwa Glass Industry, Okitipupa Oil Mills, Ifon Ceramics Company, Araromi Oil Palm, Alpha 3D, Alade Catalytic Project, Arigidi Tomato Factory, Ikoya Cassava Processing Industry and Federal Government owned Nigeria-Romania Wood Industry (NIROWI) amongst others. It is even more worrisome that the Ondo State Investment Development Company, the agency set up to monitor Ondo State investment is more interested in bulk purchase and resale than keen focus on industrialization.

The same low performance has been observed in the production level of the economic crops that form the mainstay of the State export. Until recently, there had been significant slide in the tonnage of Cocoa beans produced in the State as a result of aging plantation and poor replacement, conversion of farmlands to other uses, abandonment of cocoa business and farming in general by the younger generation. Timber production is not left out of this situation with poor forestry management resulting in dwindling number of trees, lack of coherent replanting and nurturing process, illegal tree felling (sometime in collusion with assigned officials) and harvesting of immature trees.

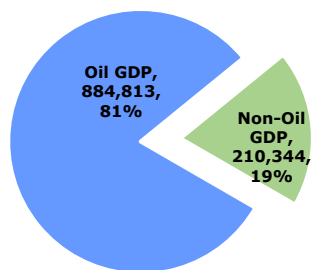
Many local economic trees have been harvested to the point of ‘no return’ as is the case of Mahogany. Yet, in all this, limited income is derived by the State due to evasion by the loggers and poor revenue collection from the timber production business by a government that seem to lack interest in such internal revenue generation initiative.

Commerce and Industry Activities in Ondo State

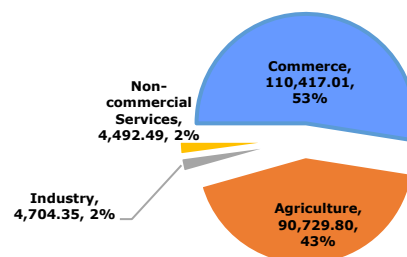
Oil accounts for four-fifths of Ondo State’s GDP, while non-oil activities account for one-fifth. Oil production is controlled by the Federal Government, but the State receives 13 percent of the revenue accruing to the Federation account from the proceeds of oil produced in the state, based on the principle of derivation, in addition to other Statutory Allocations from the Federation. Except for mining, power, telecoms, air transport, rail transportation and pipelines, non-oil activities are controlled by the State.

To have a clear idea of where economic growth is likely to come from within the non-oil activities within Ondo State, it is very important that the relative contributions of different types of non-oil activities to the State’s non-oil GDP are known. This knowledge will also help to identify potential sources of Internally Generated Revenue and Value Added Tax within the state, as Ondo State is known to perform poorly on both IGR and VAT, making it dependent on statutory allocations.

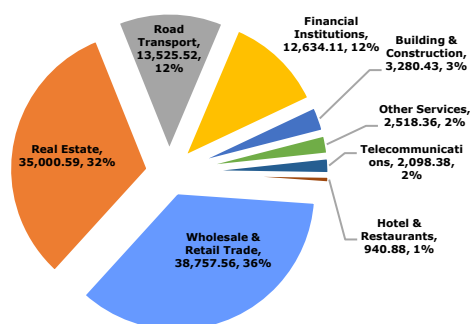
Components of Ondo State's GDP



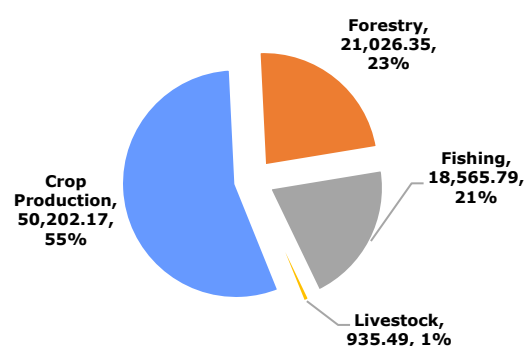
Components of Non-Oil GDP in Ondo State (N'millions)



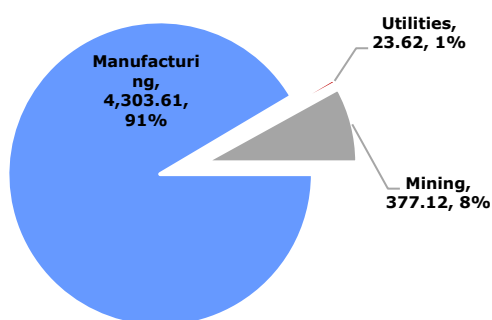
Main Commercial Activities in Ondo State



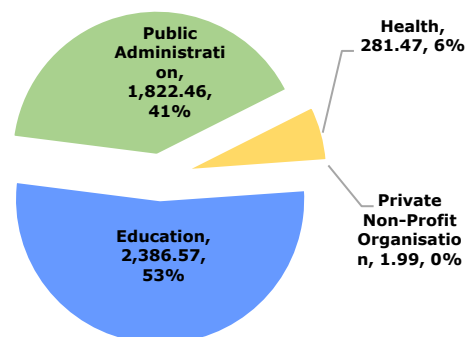
Agricultural Activities in Ondo State



Industrial Activities in Ondo State



Non-Commercial Services in Ondo State



Ondo State's non-oil GDP is dominated by commerce (53%) and agriculture (43%) which both account for 96 percent of non-oil GDP, while industry (two percent) and non-commercial services (two percent) contribute very little². The main commercial activities include wholesale and retail trade, real estate, road transport and financial institutions. The large contributions of Wholesale and Retail Trade, and Road Transport highlight the importance of markets and motor park activities in the economy of the State. The State government therefore should pay special attention to both. The State should therefore dwell on getting the most growth, IGR, and VAT from commerce and agriculture in the near term, and develop strategic initiatives on how to increase industrial activities in the medium term.

Commerce and Industry Operatives in Ondo State

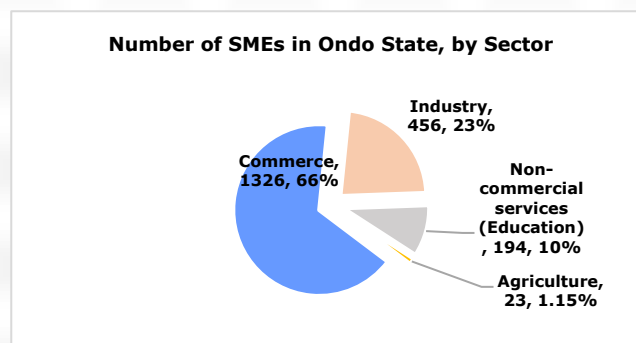
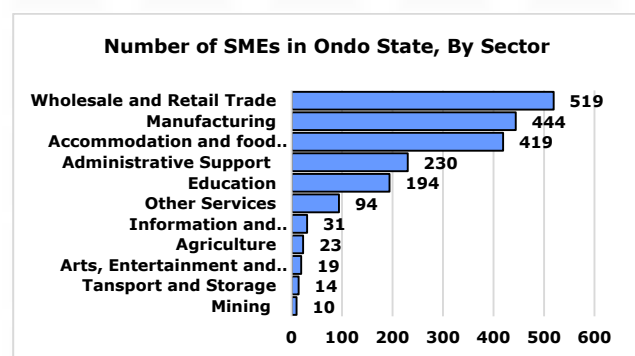
Commercial and industrial activities of most farmers, processors, traders, fabricators, and artisans in Ondo State are largely informal, but some also operate as company employees (in Micro, Small and Medium Enterprises (MSMEs) and Large Enterprises (LEs) or government employees.

Number of Enterprises in Ondo State in 2013³

Micro **1,026,770 (informal)**

Small **1805 (formal)**

Medium **194 (formal)**



² Sources: Economic Associates Estimates for 2011, based on weights provided by National Bureau of Statistics for 2009.

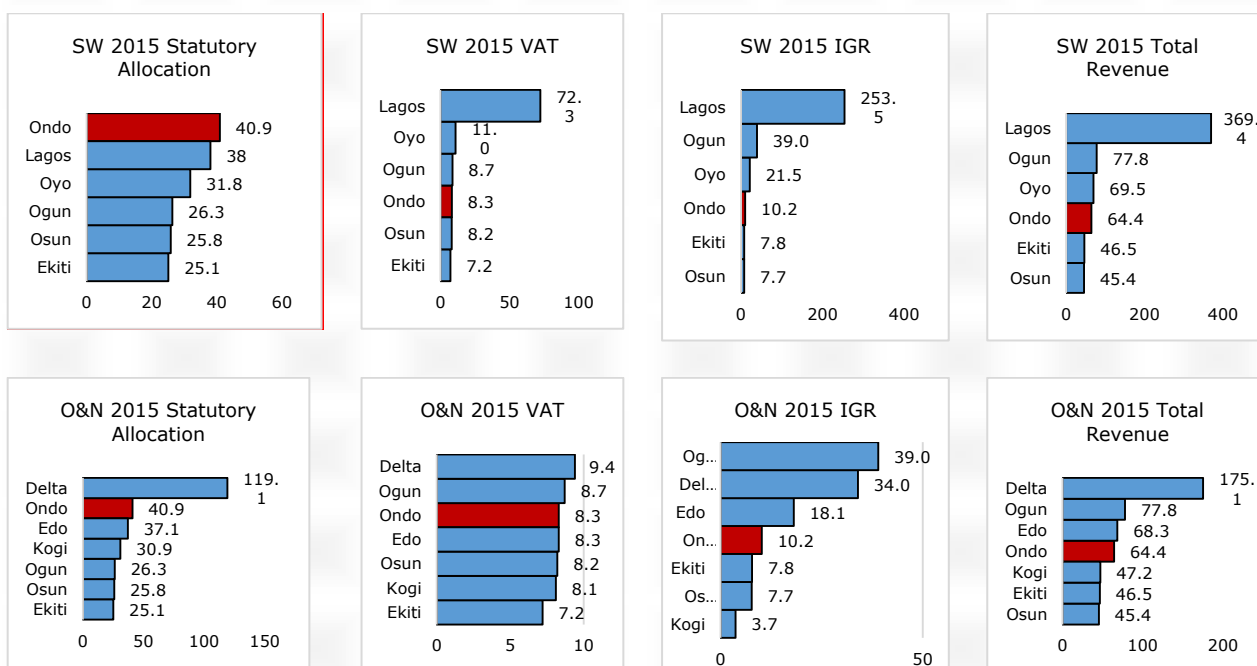
³ National Bureau of Statistics, National MSME Survey Report, 2013,

66 percent of the 1,999 small and medium enterprises in Ondo State were engaged in commerce, 23 percent were engaged in Industry, and 10 percent were engaged in Education.

Ondo State Comparative Economic Indices

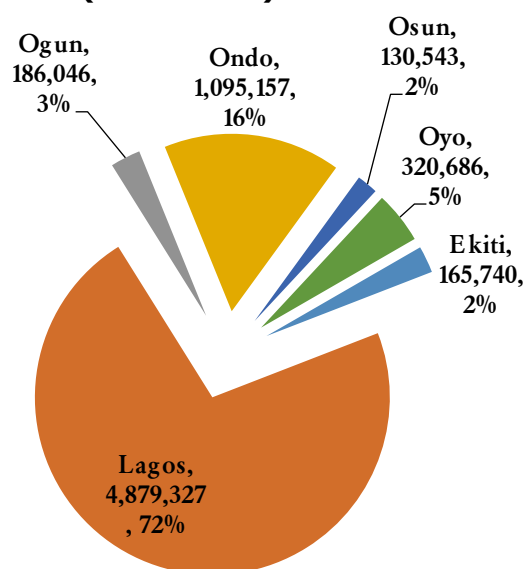
An economic comparative assessment of Ondo State and its counterparts across the Federation but more importantly, the States of the South-West region, further demonstrates the vantage position of the State. Its per capital income, which is second to Lagos State in the South West is skewed towards Oil & Gas activities and thus can be further enhanced with increased commerce and industrialization resulting in wealth creation for its citizens.

Please find below, various matrixes which highlight the relative position of Ondo State to other South-Western (“SW”) states and the position of Ondo State to its Neighbouring States (O&N):

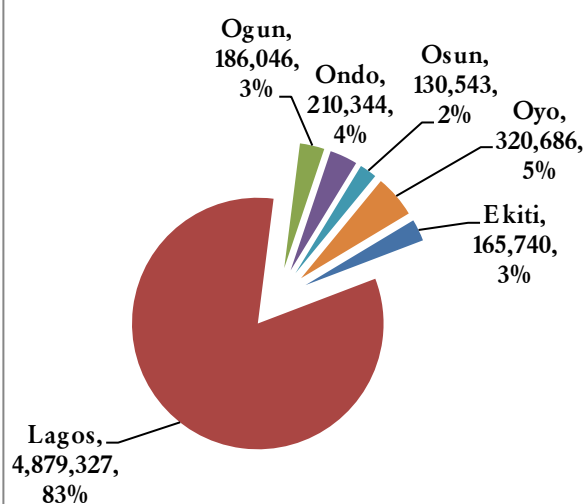


VARIABLE	VALUE	SOUTH-WEST AVERAGE	NATIONAL AVERAGE	SOUTH-WEST RANK	NATIONAL RANK
LAND AREA (SQ KM)	15,800	12,800	24,589	3rd	25th
POPULATION 2011(MILLION)	3.96	5.28	4.35	4th	18th
POPULATION DENSITY 2011	250.50	749.93	347.98	5th	15th
NON-OIL GSP (N' MILLION)	210,343.63	982,114.26	595,343.88	3rd	20th
OIL GSP (N' MILLIONS)	884,813.33	147,468.89	412,856.27	1st	5th
PER CAPITA GSP	276,704.03	155,760.89	231,029.13	2nd	11th
GROSS STATE PRODUCT (N'MILLIONS)	1,095,156.96	1,129,583.15	1,008,200.14	2nd	13th

GROSS STATE PRODUCT (N' millions)



NON-OIL GSP (N' millions)



ACTIVITY SECTOR	OUTPUT (N'MILLIONS)	% OF GSP	CUMULATIVE %	% OF NATIONAL	NATIONAL RANK
Crude Oil & Natural Gas	884,813.33	80.79	80.79	5.79	5th
<i>Non-Oil</i>					
Crop Production	50,202.17	4.58	85.38	0.49	19th
Wholesale & Retail Trade	38,757.56	3.54	88.92	0.72	11th
Real Estate	35,000.59	3.20	92.11	2.46	18 th
Forestry	21,026.35	1.92	94.03	15.00	3 rd
Fishing	18,565.79	1.70	95.73	4.97	8 th
Road Transport	13,525.52	1.24	96.96	2.56	12 th
Financial Institutions	12,634.11	1.15	98.12	2.27	12th
Other Manufacturing	4,303.61	0.39	98.51	0.72	11th
Building & Construction	3,280.43	0.30	98.81	0.72	11th
Other Services	2,518.36	0.23	99.04	0.72	11th
Education	2,386.57	0.22	99.26	3.65	7th
Telecommunications	2,098.38	0.19	99.45	0.72	11th
Public Administration	1,822.46	0.17	99.61	0.72	11th
Hotel & Restaurants	940.88	0.09	99.70	0.72	11th
Livestock	935.49	0.09	99.79	0.12	34th
Business Services	656.36	0.06	99.85	0.72	11th
Insurance	393.88	0.04	99.88	2.27	12th
Quarrying & Other Mining	376.81	0.03	99.92	0.72	11th
Water Transport	331.84	0.03	99.95	22.00	2nd
Health	281.47	0.03	99.97	1.98	12th
Transport Services	204.64	0.02	99.99	0.72	11th
Water	23.62	0.00	99.99	0.72	11th
Broadcasting	22.92	0.00	100.00	0.72	11th
Post	13.98	0.00	100.00	0.72	11th
Private Non-Profit Organization	1.99	0.00	100.00	0.72	11th
Metal Ores	0.31	0.00	100.00	0.69	12th
Coal Mining	0.00	0.00	100.00	0.00	3rd
Oil Refining	0.00	0.00	100.00	0.00	4th
Cement	0.00	0.00	100.00	0.00	6th
Electricity	0.00	0.00	100.00	0.00	8th
Rail Transport & Pipelines	0.00	0.00	100.00	0.00	5th
Air Transport	37.56	0.00	100.00	0.57	12th
GROSS STATE PRODUCT (GSP)	1,095,156.96			2.94	13th

Challenges of Commerce & Industry in Ondo State

Several papers and reports have been generated by many past committees, professional bodies as well as individuals listing the many challenges inhibiting the development of Commerce and Industrial Development in Ondo State. Over this period, these same challenges tend to have remained unaddressed by successive administrations and therefore the development of commerce and industry in the state remained stagnant.

Some of the identified challenges are as follows:

1. Financial

- a. Poor access to capital by entrepreneurs
- b. High interest rate on loans
- c. Poor lending to small businesses by financial organizations
- d. Poor financial education by entrepreneurs, limiting their qualification for government and private funds
- e. Poor loan recovery in SME schemes

2. Infrastructural

- a. Inadequate and high cost of electricity power supply
- b. Inadequate water availability
- c. Lack of good road networks
- d. Until recently, poor telecommunication systems

3. Managerial and Technical Competency

- a. Lack of formal or technical education of most small business owners
- b. Poor awareness or understanding of new opportunities or adaptability to changing business environment
- c. Limited resource for business advisory

3. Policy Framework Conditions

- a. Poor policy framework by Government – for example complicated tax system
- b. Bureaucratic bottlenecks – certificates, permits, licenses, duties, multiple requirements by different level of governments and/or governmental agencies
- c. Ease of doing business with government
- d. Multiplicity of government agencies with overlapping functions
- e. Inconsistency of incentives implementation by government

4. Weak Institutional Capacity

- a. Lack of political will to implement recommended policies
- b. High equity ownership by State Government resulting in poor management of business enterprises
- c. Political interference
- d. Poor choice of personnel to influence or implement government policies
- e. Low adherence to contractual obligations
- f. Weak private sector
- g. Lack of competent and experienced partners in some PPP arrangements

THE ONDO STATE GOVERNMENT CASE FOR ACTION

In order to achieve sustainable industrialization of the State, mechanisms must be put in place to address the above deficiencies. Some of these proposed actions are:

1. Commitment from the Government to implement viable recommendations by various concerned state participants, bodies and institutions in both the public and private sectors.
2. Stimulate indigenous entrepreneurship amongst its citizens. Citizens need to be made aware of the available resources in the State and encouraged to participate in their extraction. This awareness should also take cognisance of Ondo State indigenes in diaspora.
3. Promotion of viable SMEs given that every economy is driven by successful SMEs due to the number of jobs that are available at this level.
4. Stimulate sustainable private sector led development. It has been proven worldwide that businesses are best managed by private interests with government providing the conducive environment for such to thrive.
5. Key infrastructural development must be put in place to encourage inflow of investment as well as their growth and sustainability.
6. Incentives should be provided to investors to encourage citing of factories and industries in some of our rural areas to reduce rural-urban drift, and to ultimately turn these places into economic growth centres.
7. Where large scale industries are being established, promotion of the use of locally available raw materials should be encouraged so as to create employment opportunities with citizens sourcing the raw materials locally.

8. Strong emphasis should be placed on capacity building for SME entrepreneurs so that they become knowledgeable in financial management, business planning as well as best governance practices.
9. Products and services from Ondo State must meet local and international standards. Quality of such must be guaranteed by a State agency in order to communicate a branding message for Nigeria and the rest of the world.

SECTION 2 - THE COMMERCE & INDUSTRY AGENDA

Introduction

In order to adequately chart a path toward the commercialization and industrialisation of Ondo State, it is pertinent to adequately identify the agenda which will guide all activities leading to the desired goal.

To this end, this section highlights the short, medium and long term vision, objectives and goals of the State with respect to the C&I sector. It is to address the strategic framework to be adopted for achieving the identified vision, objectives and goals.

Following from Section 1, which details the current position of Ondo State as it relates to commerce and industry (“where Ondo State is”), this section seeks to answer the question; “Where should the State be?”

Vision

“To transform Ondo to an economically independent State”

Objectives

- a. Boost the potentials of markets and motor parks to create wealth
- b. Enhance the wealth creation potentials of the six major economic centres in the State
- c. Promote agro-allied manufacturing in the State
- d. Promote mineral processing capacity of the State.
- e. To enhance the living standard of the indigenes of Ondo State
- f. To create wealth and employment through Commerce and Agri-preneur
- g. To improve and encourage exports
- h. Improve internally generated revenue (IGR)
- i. To make Ondo State an Industrial hub for SMEs (Creating man-made wealth out of our natural wealth)
- j. Identify and capitalize on investment opportunities
- k. Foster a more innovative economy

Goals

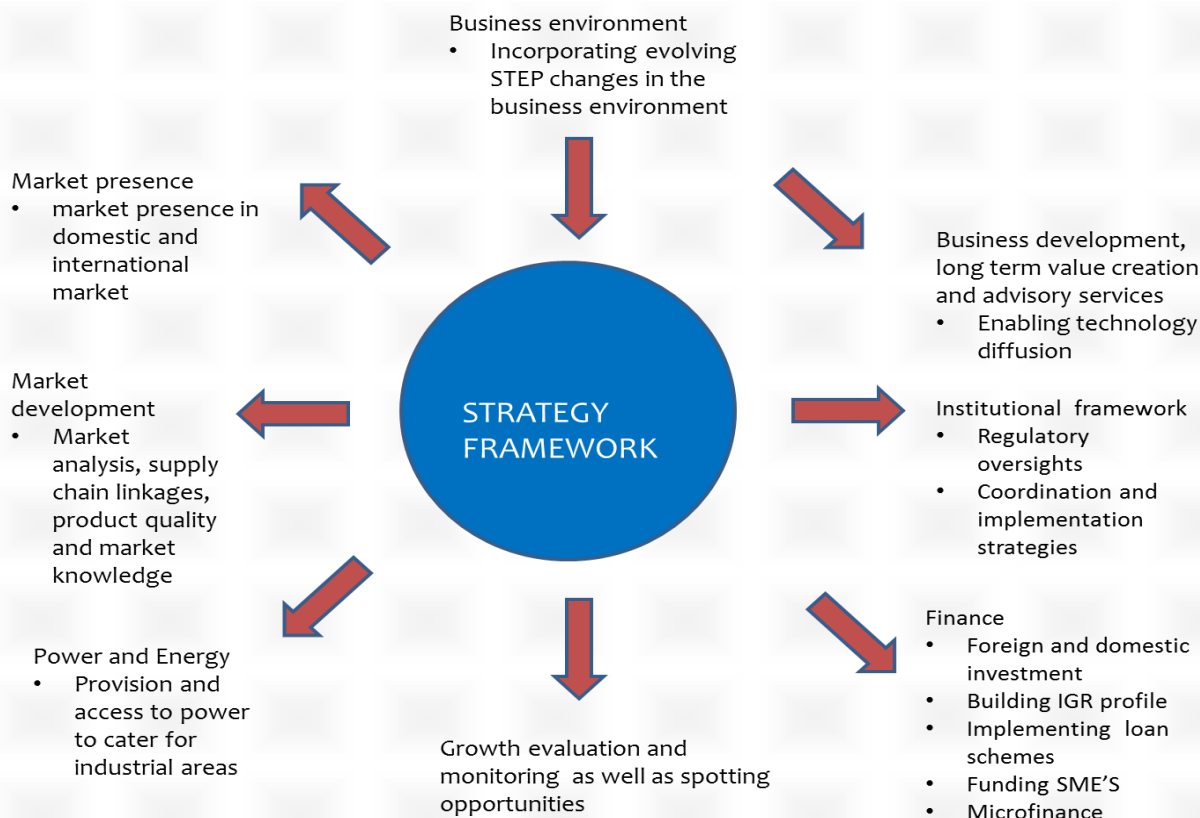
The above objectives are to be achieved through:

- a. Private sector led development
- b. Nurturing Public Private Partnership
- c. Deliberate creation of an Entrepreneurial class
- d. Capacity Building
- e. Wealth Creation

Strategic Framework

To achieve the rapid industrialization of Ondo State, the Ministry of Commerce and Industry needs to be restructured for adequate investment and business promotion. This would be done by creating enabling conditions through:

- Provision of Power and energy
- Strengthening agencies of the State charged with coordinating the C&I initiatives
- Change in the business environment i.e. changes in STEP (social, technological, economic and political changes)
- Provision of Market Development and Advisory Services
- Strengthening of Growth Evaluation and Monitoring agencies
- Creation of access to finance by attracting Foreign Direct Investment and encouraging local investments.



Quick Wins: Invest in the Operatives and their Operations

In the short term, boosting the productivity and improving the livelihoods of the different categories of commercial and industrial operatives must be a top priority of the in-coming government. Some short term policy intervention include:

- i. Technical, marketing and/or credit support for individuals through cooperatives
- ii. Support for MSMEs
- iii. Common facilities centres
- iv. Quality control laboratories
- v. Incentives for processing

Beyond Quick Wins: Translate the Unique Placement of Ondo State into New Sources of Wealth

Ondo State is blessed with the following strategic commercial advantages, but with the potential of creating industrial growth in the future:

- Two Major Inter-State *Inter-Regional Transit Points*:
 - *Ore* is a major Transit-Point between South-West/South-South/South-East regions
 - *Ikare* Transit-Point between the South-West/North-Central/North-West regions
- Six main *Economic Centres*: Ikare, Owo, Akure, Ondo, Ore, and Okitipupa
- Six *Boundaries* with Ekiti, Kogi, Delta, Edo, Ogun, and Osun
- *Atlantic Coastline*
- *Population* of 4.5 million in 2016
- *Abundant agricultural and mineral resources*

Ondo State government is well placed to:

- Explore commercial wealth-creating interventions for each of the above economic strengths; and
 - Create additional commercial wealth by linking all the various strengths with improvement in power generation, gas availability, internet penetration in major economic clusters, and new residential and industrial estates, shopping malls, bus/taxi terminals and recreational facilities.
-
- *Link the Six Economic Centres with Self-Funding Infrastructure Development*

SECTION 3 - IDENTIFICATION OF HIGH IMPACT ENTERPRISES

Introduction

This section focuses on the selection of key enterprises which are commercially viable for the State to embark upon. It highlights the key sectors and industries with potentials to add considerable value.

Fundamentally, this section is to answer the question “What concrete projects can the State embark on?” in the short and medium terms.

Highlighted below are the key sectors which the Sub-Committee has identified for the attention of the State:

1. Agro-Allied Projects
2. Mineral Resources based Projects.
3. Small and medium scale commercial enterprises.

To this end, the following is an analysis of the possibilities inherent in the three sectors:

Agro-Allied Industries

Tree crops

- a) **Cocoa:** This cash crop is a major component of agricultural enterprise in Ondo State and is poised to be of greater significance to the agricultural economy of the State. An overwhelming proportion of cocoa production is in Ondo Central Senatorial District.

Present Industry Attributes

- Production shortfall (2016 – see Table I(i))
- Higher demand of the export market (due to weak Naira) is expected to lead to increased production in 2017.
- Low value addition domestically (the only semi – viable set up is the privatized Cocoa Processing Company, Ile-Oluji)

To Do

- Regulatory agencies to improve on monitoring quality control measures for cocoa beans
- Re-assessment of performance of agricultural input agencies in order to further encourage the increasing number of youths now interested in cocoa farming due to improved earnings in the export trade
- Develop PPP schemes for the establishment of domestic value addition industries (see Table I(i)). Production of sweetened cocoa powder should find ready outlets in the Federal Government's school feeding program
- Government owned cocoa plantation in Oda can be the basis of a model PPP scheme for cocoa processing.
- Other PPP schemes can then feed on the cocoa products of appropriately designed out-growers programme.

Proposed Cocoa Beans Related Enterprises -Table 1(i)

Key assumptions	Cocoa Beans: Production (2016)	(95,000 tons)
	Estimated Demand (2016)	(200,000 tons)

PROJECT	PRODUCTION SCALE (SME OR LARGE)	ANTICIPATED TIME – LINE		
		SHORT	MEDIUM	LONG
		6 – 12 (MONTHS)	12– 18(MONTHS)	18 – 36 (MONTHS)
1. Cocoa Powder (to key into the Federal Government’s school feeding programme)	Medium	√	√	—
2. Cocoa butter	Medium	√	√	—
3. Chocolate	Medium	—	√	√
4. Cocoa wine	Medium	—	√	√
5. Organic fertilizer	Small	√	√	—

b) **Oil Palm:** Given the variegated fecundity of the oil palm, the robust exploitation of Ondo State’s oil palm resources is a veritable quick-win method of generating employment and wealth creation. The emphasis here is on small scale planters and processors but with the possibility of several small scale operations morphing into clusters as medium scale oil milling industries. Although there appears to be a preference for Ondo South in locating oil palm plantations, the oil palm does quite well in all three senatorial districts.

Present Industry Attributes

- Huge production shortfall (see Table I(ii))
- Ondo State is second to Edo State in oil palm production
- Two huge operations (oil palm estate + milling) i.e. Okitipupa and Araromi-Ayesan in which the Ondo State government may still have inherent interests are both dysfunctional.
- Several private oil milling operations, relying for the most part on palm fruits poached from government oil palm estates and purchases from small scale planters.

To Do

- Focus on small scale operations and start by allocating, post- activation, 10 million of the 65 million wild oil palm trees to potential planters/oil millers at 200 – 300 trees per person or group i.e. (co-operatives, CDAs, etc.)
- Utilize existing extension services to monitor progress and offer assistance for the 1 year period required for the fruits of activated trees to mature
- Unusable wild trees to be cut and sized as building construction materials
- Use a PPP scheme to plant 1 million new improved specie annually. Such trees mature faster and palm fruits are harvested after 3 years.
- PPP arrangement for new planting must be such that it guarantees 300 – 500 trees per person or group (co-operatives, CDAs, etc.).
- Oil milling (and ancillary products) can then be small scale operations or morph into clusters for medium scale operations.

Sugar: The current economic climate in Nigeria favors creation of sugar factories in the country if resources are available for profitable production. The State may look into the establishment of a sugar factory with an industrial plant that is capable of processing 4,000 tonnes of cane sugar per day (tcd) and produces 68,000 tonnes of refined sugar annually.

Proposed Oil Palm Related Enterprises Table I (ii)

Key assumptions	Production (2016)	(240,025 tons)
	Demand (2016)	(493,858tons)

PROJECT	PRODUCTION SCALE (SME OR LARGE)	ANTICIPATED TIME – LINE		
		SHORT	MEDIUM	LONG
		6 – 12 (MONTHS)	12– 18(MONTHS)	18 – 36 (MONT HS)
1. Palm oil	Small/Medium	—	√	—
2. Palm kernel oil (PKO) - vegetable oil	Small/Medium	—	√	—
3. Palm Kernel Cake (Livestock Feed)	Small	—	√	—
4. Palm Oil sludges (Livestock feed, organic fertilizer)	Small	—	√	—
5. Palm Kernel Stone/Shell	Small	√	—	—
6. Palm Plank (for Building Construction)	Small/Medium	√	√	—

Food Crops

a) Cassava

From available data, the production deficit for cassava in Ondo State (2016) is relatively small in comparison to other crops. This is due to a massive under-utilization of the potential for value addition via industrial scale processing.

Present Industry Attributes

- At 3,800,000 tons in 2016, Ondo State is the largest producer of cassava in Nigeria.
- As the raw material for major staples (garri, fufu) and since planting and harvesting are relatively uncomplicated, cassava production is huge.
- Demand is dominated by garri production using grossly inefficient micro-scale methods.
- Attempts at downstream value-adding processing are vitiated by locational mismatch between farms and processing centers/factories
- Near complete absence of preservation methods to increase the storage life of tubers.

To Do

- Must move to products of higher value (i.e. industrial, starch, sweeteners, malted drinks, cassava wine, shandy, animal feeds, etc.).
- Growers should be encouraged to form co-operatives/clusters to which operators of processing factories will be attached for local small scale industrial production
- For medium and large scale industrial processing, linkage of processors with planters via out-grower schemes as has been successfully done with the tobacco industry should be implemented.
- Target time – line for implementation of both small scale and medium scale industrial production should be 12-24months.

b) Maize and Plantain

The largest markets for maize in Nigeria are the breweries and livestock feeds industries. There is yet an unmet demand of close to 300,000 tons (2016) in Ondo State. Given the unfortunate situation that there is not one single major livestock feed mill in Ondo State, the implication is that the unmet demand will rise to staggering levels if even one feed mill is established in the State.

Present Industry Attributes

- Low level of maize production and which vitiates the establishment of high demand end-users such as breweries and feed mills.
- Plantain is processed informally mainly into plantain chips and plantain flour. It is very difficult to estimate the demand volumes of each.

To Do

- Must focus attention on added value utilization of maize.
- As growers are in relatively small sizes, a first approach is to form them into grower co-operatives which will be linked up with processors of animal feeds, corn flour, infant formula, etc.
- Success in above regard necessarily leads to the formation of clusters of growers with enough production levels to feed medium scale processing industries.
- Plantain flour and plantain chips are popular food items. It is important to establish the demand volume as well as production and distribution methods.

Forestry

Present Industry Attributes

- Indigenous species of commercial trees such as Iroko, mahogany, masonia, etc. have become endangered having been reduced to a paltry 2,000 cubic meters due to uncontrolled logging/tree felling over the years.

- At 26 million cubic meters, the purpose grown trees (teak and meligna essentially) are quite attractive commercial prospects.
- The purpose grown trees (teak and meligna) exist as government wholly or partially owned plantations.
- The largest plantation, Ondo State Afforestation project is somewhat dysfunctional.
- The plantations are “poachers’ paradise” as trees are felled illegally and transported into privately operated saw mills in the dead of the night with virtually nothing coming into government coffers.

To Do

- Focus attention on the 26million cubic meters of teak and meligna as they are commercially viable if properly harnessed under a PPP arrangement.
- The plantations should be delineated into blocks and concessioned out to private sector operators under PPP arrangements.
- Special attention should be paid to Chinese and Malaysian investors who have acquired valuable expertise in the tree logging and processing business in many developing countries.
- PPP arrangements must be based on establishing downstream processing industries in Ondo State (furniture, building materials, sawmills, etc.).
- The Ondo State Afforestation project on Ore – Ijebu Ode Road has one of the largest wood processing mills in Africa. Its reactivation by the PPP investors must be a cardinal condition of the agreement.

Poultry

Poultry meat is a ready source of protein and its production should ordinarily be promoted for reasons of human nutrition and wealth creation. However, given that the now conventional broiler rearing system is relatively expensive, it is an enterprise that is not within the reach of the

average citizen. It has, therefore, become necessary to adopt novel approaches based on popular participation.

Present Industry Attributes

- Domestic (Ondo State) production of poultry meat was 6,132 tons in 2016 while the domestic demand was 67,820 tons.
- The huge supply deficit (61,688 tons) was partly met by inflows from the neighboring states of Osun and Kwara.
- The domestic production level of 6,132 tons per annum (2016) was accounted for mostly by small and medium scale poultry farmers. There are as yet no large scale producers of poultry meat in Ondo state.
- Focus on broilers has meant low mass participation due to relatively high operating costs. Hence the low domestic supply.

To Do

a) Local Fowls

- Focus on mass production of easily maintained local fowls using a unique scheme of household ownership of poultry pens.
- Low cost maintenance derives from the use of local feed resources (including cassava, cassava leaf with 27% protein content-dry basis, maize, groundnut cake, etc.)
- Commence with a pilot scheme in the first year by training one person per household in a 10,000 households target program. The estimate is for the production of 12,000 tons annually.
- Funding and management via a combination of PPP arrangement and NGO empowerment programs.

b) Broilers

- Ondo State should leverage on the Bill Gates' Foundation/USAID poultry enhancement program for Africa. However, the execution plan of the Federal Government is not yet clear. In many case, the proportion coming to Ondo State (if any) is likely to be quite little.

Fisheries

Present Industry Attributes

- Uncontrolled fishing over the years (without a replenishment program) is partially responsible for a low annual production tonnage. Only 25% of a domestic demand of 86,000 tons was met in 2016.
- Absence of efficient preservation schemes in the coastal areas of the state as well as fishing sites close to inland waterways – lakes and rivers (i.e. refrigeration, oven grills) has led to huge post-harvest losses.
- Periodic pollution of water bodies through oil production operations has to some extent affected fish hauls.
- Igbokoda fishing terminal largely dysfunctional

To Do

a) Conventional Fisheries

- Fast track the establishment of preservation schemes that should attract investors to a PPP arrangement. Government can incentivize fishermen to form co-operatives and key into the programme.
- Implement repopulation programmes for once productive water bodies.
- Refurbish/rehabilitate Igbokoda Fishing Terminal.
- Monitor Oil company operations to ensure compliance with environmental regulations.

b) Fish Farm (for catfish, tilapia, carps)

- Implement a mass based fish farming programme by identifying and registering one beneficiary/operator in each of 10,000 households in the state. This will readily generate employment and wealth
- Train each beneficiary/household in aquaculture and furnished with four fish tanks
- Fingerlings and feed made available at discounted rates.
- Several fish farms can form clusters and which may be organized as cooperatives.
- Each cluster to be supported by bore-hole served water reservoirs. Each reservoir to serve 50-60 fish farms and surrounding households.
- Plan for the morphing of several clusters of fish farms into fish villages. Provision of common services will make for efficient fish production systems.
- It is envisaged that with adequate and appropriate feeding, each beneficiary/household will produce a minimum of 1ton table size fish in six months. This translates to 20,000 – 30,000 tons annually.

Investment Opportunities in Mineral Resources

Granite

Present Industry Attributes

- 100 million tons of granite available for industrial exploitation (mostly in the North and Central Senatorial Districts).
- Industrial production by two companies still at relatively low levels
- Micro scale rouge operators (burn and crack) abound all over the state with attendant loss of revenue to the state.

To Do

- While providing incentives for medium and large scale investors, attention to be shifted to regulated small scale operations requiring much lower levels of financial outlay. This will provide employment and jobs for many youths and able bodied men and women in the state.
- Desirable small scale operations to be based on the basket crusher concept in which small scale manual crushing operations are established around each granite resource.
- Over time, clusters of small scale crushing operations will morph into granite villages all over the state. Ready availability of granite close to communities will discourage the use of sand gravels in building construction, a well-known cause of building failures.

Silica

Present Industry Attributes

- Ondo State's silica endowment of 30million tons lies in the sands of the coastal environs of Igbokoda in Ondo South Senatorial District.
- Oluwa Glass Plc, a finished glass products company which fed on the silica sands is now moribund as a result of the 1.0 billion naira debt incurred.

To Do

- Suggestion is that Oluwa Glass Plc be scrapped on account of the huge debt overhang and obsolete equipment.
- The huge (300 million tons) of high quality silica resource remains an equity asset for Ondo state and new investors should be incentivized to establish a glass manufacturing operation using equipment for new in-demand products lines.

Bitumen and Heavy Crude Oil

The size(s) of Ondo State's deposits of these hydrocarbon resources are third or fourth in the world.

Present Industry Status

- Deposits yet to be exploited
- The entire demand for bitumen in Nigeria is met by importation.
- Ondo State is in possession of Block 307C within the bitumen belt.
- There is a ready domestic market for road asphalt bitumen with the very high promise for export to other West African countries.

To Do

- Fast track the production of road bitumen from Ondo State's bitumen and heavy oil.
- Production of road bitumen should commence with a low cost modular refinery (from 500 bpd -20,000 bpd capacity) under a PPP arrangement.
- Heavy crude oil has the added advantage of being used as a burner fuel (a la Venezuela's Orimulsion fuel). This particular fuel type finds ready outlet in the energy hungry countries of the far-east (China, India, Malaysia, etc.). Domestic and foreign investors should be incentivized for equity participation in exploring Ondo State's heavy oil for this purpose.
- The Orimulsion type fuel can also be transported in tankers to industrial and electric power generating (Small Steam Power Generating Plants) sites all over Ondo State to cover the yawning gaps in the supply of industrial fuel and electric power.

Crude Oil

The major benefit of access to crude oil lies in raising revenue from sale of refined petroleum products. Thus, this proximity to oil fields should facilitate the establishment of a modular refinery in Ondo State to provide refined petroleum products for both the domestic and export markets.

Present Industry Attributes

- Ondo State government through Owena Oil and Gas Company, is in possession of OMLs for two oil fields within the coastal area of the state.
- Several privately owned oil wells are also located within the territory of Ondo State.
- The operations of the state owned Owena Oil and Gas Company are largely opaque
- It appears that at least two companies have shown some interest in refinery operations in Ondo State.

To Do

- Government to provide incentives for the active operation of its two oil fields
- Government to encourage private investors to establish refineries in the coastal zone of the state
- Government to jump-start the establishment of refineries through minority equity participation in the operations of a modular refinery. Modular refineries are small sized-starting from 500bpd capacity and above-and can be gradually built up to conventional sizes over time.

OKLNG

The OKLNG venture is by far the largest industrial enterprise ever to be proposed for Ondo State. It is to have a capacity of 25.2 million tons per annum of Liquefied Natural Gas at cost of 23.7 billion dollars.

Present Industry Attributes

- Plans for the implementation of the LNG project is presently on hold pending the resolution of some technical and financial issues.
- A meteorological station is in place and operational

To Do

- The OKLNG project is of such crucial importance to Ondo State (and indeed Ogun State!) that all efforts must be exercised to reenergize/reactivate the processes leading to its completion.
- As the completion of the full LNG plant may be quite some time away, it is appropriate to focus on and jump-start the construction of the Deep Sea Port and Logistics Base components of the entire complex.
- Together with the Meteorological Station, the Deep Sea Port and the Logistics Base are tremendous assets that have the prospects of shifting major aspects of oil and gas operations and sea trade to Ondo State.

Existing Industrial Projects

Okitipupa Oil Palm Estate Limited

- Venture now under receivership
- However, rogue elements still poach palm fruits bunches to sell to their sponsors, the small scale mill operators
- Government should study the terms and conditions tied to the receivership program to seek the possibility of making new equity arrangements.

Araromi – Aiyesan Oil Palm

- Information is that this once moribund enterprise has been resuscitated by ODSG in a PPP arrangement
- Government should confirm and study the terms of the new PPP arrangement.

Oluwa Glass

- Completely moribund and probably cannot be resuscitated due to a huge debt over hang and obsolete equipment.

Ifon Ceramics

- Plant has been dormant (non-operational) over the years
- Government should look at the possibility of handing it over to interested private sector operators under a PPP arrangement.

Ondo State Afforestation

- Same approach as in 4 above but probably with a focus on Chinese and Malaysian companies who have shown considerable interest fairly recently. Any PPP arrangement must, however, include the condition of a substantial local content input down the value chain to finished products.

Tomato Paste Factory, Arigidi

- There was never any honest intention to make the plant operational. No new (or even refurbished equipment) was ever installed in the factory. It was the same old equipment initially bought in the 70s that was being painted over and over and there must have been considerable connivance on the part of government officials.
- Although there was indeed a tomato out-grower's scheme, not one ounce of tomato paste was ever produced.
- The plant is better considered completely moribund and it is better advised to consider any tomato paste factory as a new venture.

Catalytic Cocoa Processing Industry

- There were some activities and heavy propaganda by the outgoing state government about the imminent commissioning of the cocoa butter and cocoa cake manufacturing company. That has now subsided and the factory is under lock and key as we write.

Ondo State Asphalt Company (OSAC)

- OSAC has its main operational site on the Ondo-Akure road. It operates in fits and starts depending on the availability of bitumen for the production of road asphalt.

Cassava Foods Company, Ikoya

- The company has been sold to a private investor.
- This is a potentially versatile 65 tpd factory for the production of up to eight types of food products.
- Although meant to produce cassava based products such as fufu, pupuru, starch, etc., only a little (and temporary) adjustment of machine line components allows for the production of yam and plantain flours.
- Company has been sold to a private investor who is presently having problems bringing the factory to operational mode due to absence of a capable technical team.
- Government should look into the possibility of buying back minority equity while assisting in providing technical advisory services.

Oke Ayo Farms, Oka (Ondo town)

- This 2.0 tpd cassava foods factory was very successful in producing good quality fufu, and pupuru flours as well as garri and starch during the initial two years of operation.
- A major problem arose on account of the mismatch of its huge volume rotary drier with overall production capacity. This soon led to cost overruns due to heavy fuel consumption by the drier.
- There was also some evidence of managerial incompetence over its very short period of operation (less than 4 years!)
- Government should consider the possibility of assisting this once successful factory via a PPP arrangement.

Implementation Scheduling

Considering the financial limitations of the State, the Committee recognizes the impracticability of implementing most of the identified projects simultaneously. It is therefore important to dimension the key elements necessary for the successful execution of the projects.

In doing so, the following table provides examples of some key activities, associated timelines, geographical spread and depth across sectors:

	Short - Term	Medium Term	Long Term
Duration	0– 6 months	6 – 18 Months	18 – 48months
Examples	Strengthen the bond of relationship between the Government and the following: MAN, NASSI, OSCCIMA, ASCCIMA, AFAM, NASME. Incubate 3 micro or small business enterprises in each ward, Capture and organise these small enterprises into cooperatives for proper monitoring and taxation. Artisans and other such micro enterprises are to be formalised. A collection of these enterprises will form a cluster.	Encourage one medium scale industry in each local government area of the state	Review the status of the Olokola FTZ to enable or develop Bitumen processing plants at Olokola, Petro-chemical industries at Olokola, Oil and Gas Logistic Base and bonded warehouses at Olokola. These are large scale industries that requires careful planning and commitment.

	Short - Term	Medium Term	Long Term
Duration	0– 6 months	6 – 18 Months	18 – 48months
	Develop micro and small scale enterprises by providing the enabling environment for small enterprise to produce plantain and Cassava chips, plantain flour, cassava flour, hair dressing, fish smoking, poultry farming, snail rearing, hatchery, cultivating vegetables, liquid soap production, custard and starch production, fashion stylist, etc.	Establish a medium scale industrial park in each senatorial district of the State to take advantage of the predominant natural resource available in each senatorial district.	Establish Independent power Supply. Development of a deep sea port.
	Equip industrial parks with dedicated power supply.	Deploy mechanised farming through foreign partnership	Provide enabling environment for Oil and Gas related industries in the State.
	Revamp Ore Agro Business Farm.	Revamp the existing industries which are involved in converting waste to wealth – e.g. organic fertilizer, food/beverages industries, briquette, etc.	
	Identify industrial parks in each Local Government. Conduct feasibility studies and reports on bankable projects in each Ward from notable consultants. Establish and make operational skill acquisition	Collaboration of Government with all the cocoa processing industries in the State.	

	Short - Term	Medium Term	Long Term
Duration	0– 6 months	6 – 18 Months	18 – 48months
	centres in each Local Government Area. Establish and make operational business clinics in all the 18 Local Government Areas. Review and renew existing agreements with BOI for the development of SMEs	Incubate other food processing industries like cornflakes, cassava flakes, fruit juice, winery, boat making, quarry, etc. Complete and deploy the 30 Megawatts independent power plant in Ore.	

SECTION 4 - STRATEGIC INITIATIVES

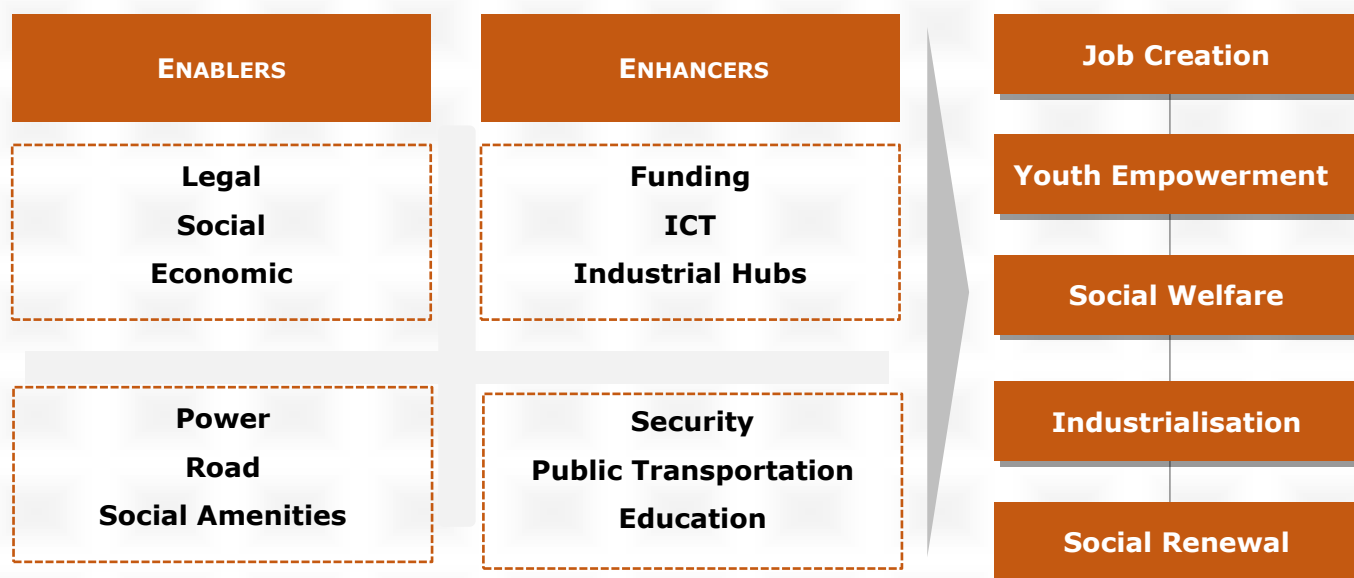
Background

In order to drive the wheels of governance in the direction that will ensure optimal delivery of expected and desired results, it is important to clearly articulate the strategy behind the delivery of the various initiatives of the State government.

This chapter focuses on strategic initiatives that can be developed to create economic opportunities and complement the poverty eradication activities of the Federal Government of Nigeria in Ondo State. The initiatives will practically galvanize the programmes and policies of the State Government to deliver sustainable and high impact solutions to the citizens of the State.

Suggestions on how to remove the previously identified obstacles to good governance and the factors militating against the delivery of Public Good are also enumerated.

The Strategic Framework



The Building Blocks

- ***Develop a Strategic Framework***

It is important to define and implement a strategic framework through which the desired objectives of the State will be achieved. This framework must be cohesive and compact. It should convey the elements of the Social Contract between the State Government and its citizens. It should clearly communicate what needs to be done in government to deliver effective governance to the people. The intention of government and the method of delivering that intention will be contained in such a document.

Whilst this document may highlight key planks of such efforts, it must be understood that it is at best prescriptive. Further work must be done to cascade the different aspects of the key elements into workable plans.

It is important to note that the various Ministries and Government departments who will be responsible for implementing these initiatives must be involved in crafting the individual components and discussing its various linkages.

- ***Build Capacity***

Project conceptualization, which is achieved at the Strategy Formulation stage, is not complete without considering the capacity of the parties who will be responsible for implementing same. Care must be taken to ensure that all legal, regulatory, and administrative steps are taken to remove encumbrances that may limit the effectiveness of those whose responsibility it would be to implement the strategies. Also, due care must be given to training, tooling and retraining the civil servants whose duties it will be to ensure that the projects are properly implemented and satisfactorily delivered.

- ***Engage the Private Sector***

The State must have a private-sector engagement strategy. Given its enormous natural resource base, Ondo State would benefit immensely from the involvement of the private sector in harnessing these resources. In this regard, a clear-cut engagement strategy which will be targeted at Trade and Professional Groups should be well entrenched. Examples of such groups include the Nigerian Institute of Estate Valuers (NIESV), Nigerian Society of Engineers (NSE), the Nigerian Chamber of Commerce, Industry Mines and Agriculture (NACCIMA), and Manufacturers Association of Nigeria (MAN).

Some key outcomes of this engagement will include the following:

- Public-Private Partnerships (Concessions, Trade Fairs, Road Shows etc.)
- Significant increase in Internally Generated Revenues derivable from Land Use Charge and Fees
- Attraction of developmental funding into key segments of the economy such as Education and Health
- Attraction of qualified and capable investors to collaborate with the State in exploring and exploiting its resources such as bitumen and other natural resources.

- ***Create New Markets***

By providing access to markets for producers, the State Government will transform the state to the input source for manufacturers in the nation. The State's peculiar geographic location properly positions it as a hub. This should be harnessed by ensuring that the State produces for its various neighbors and also serves as a credible source of raw material and productive inputs.

- ***Bridge the ICT Divide***

The State must consciously develop the Information and Communication Technology framework. This will help improve the efficiency of governance. The concept of e-governance will become a

reality in the State in the long run. However, in order to lay the groundwork for this, it is necessary to ensure that the use and adoption of Information Technology becomes a normal part of the operational framework of the State.

- ***Provide Access to Finance***

By collaborating with institutions such as the Bank of Industry, the Bank of Agriculture and other Development Finance Institutions, the State can help guarantee access to finance for small and medium scale entrepreneurs who can then help in its job creation efforts. Youth empowerment programmes aimed at educating the populace on the various requirements of financiers should be implemented. Examples of this include Business Plan Writing, Market studies etc.

- ***Combat Crime***

The State Government must send a clear message of zero tolerance to criminal activities by ensuring speedy and fair access to justice. Doing this will improve the perception of a secure and stable environment which is a necessary pre-requisite for attracting investment into the State.

The Key Planks

- ***Enabling Framework***

- ❖ **Provision of Infrastructure:** The following should be immediately implemented to create an investment-friendly environment in the State

- **Roads:** The State Government should immediately focus on the construction of access roads linking critical sources of raw materials to the capital and the various industrial hubs.
- **Electricity:** There is a need to immediately generate captive power for the use of the various economic agents across the state. This is particularly relevant to the industrial clusters and parks in the State.
- **Water:** Farm irrigations, water supplies to markets and industries.

- Transportation: Ondo State needs to provide public mass transit options for the citizens. This will enhance commuting within the State and thus enhance economic activities which will otherwise be limited by lack of access.

❖ **Business Incubators (“BI”)**

- The State Government should set-up business incubators where budding entrepreneurs could receive the desired training and non-financial assistance required to realise their visions. Each senatorial district in the state should have a BI. These BIs should however be separate from the Industrial Clusters. Separating them in this manner will help stimulate economic activities in the various locations thus enhancing the overall economic well-being of the State.

❖ **SME Clusters**

- In order to support upcoming Small and Medium Scale Enterprises (SME), the State should develop six (6) SME Clusters (two (2) in each senatorial district) – suggested towns to locate these are Owo, Ikare, Akure, Ondo, Ore and Okitipupa.

➤ *Regulatory Framework*

❖ **Incentivize Tax Payment Compliance**

In order to boost commercial and economic activities in Ondo State, the Government should undertake a cursory review of the tax laws in the State. The objective is to simplify the tax payment procedures and widen the tax base of the State. It is also important to harmonise these with those of the local government in such a way as to minimize duplication and maximize collection.

❖ Simplify the payment of Internally Generated Revenues

The State should engage the bank branches in the State to participate in its tax collection efforts. The Inland Revenue Service should also ramp-up its awareness activities in order to enhance compliance.

➤ *Institutional Framework*

- ❖ In order to realise the vision of a robust economy in the State, such institutions as the SME Coordinating Agencies should be strengthened. Examples of such institutions are the Wealth Creation Agency, Micro-Credit Agency, the Public-Private Participation Bureau etc.
- ❖ Ondo State Investment Corporation should be repositioned and strengthened to advise the State on its various investments and also monitor and report to the Government periodically.

➤ *Policy Framework*

- ❖ Industrial Parks and Clusters Implementation Policy
- ❖ Agro Allied/Processing Enterprise Development Policy
- ❖ SME Support Infrastructure Development Policy

The foregoing policies will form the spoke of the economic wheel of the State.

Capacity Building

The capacity building efforts of the State will necessarily include direct training of the various economic agents to properly harness their potentials. The State will facilitate this by organising

workshops seminars and fora where various stakeholders can acquire the skills they require to enhance their contribution to the development of the State. Such fora include the following:

- ✓ Training for Existing and Potential SME Entrepreneurs
- ✓ Apprenticeship Training Scheme
- ✓ Special Training for Technical and Managerial Skills
- ✓ Skill Acquisition Centers
- ✓ Internship programs

Business Promotion and Advisory Services

- ✓ Ondo State Trade Fair
- ✓ Road Show - Investment, Culture, etc.,
- ✓ Ondo State SME Information Bank and Directory
- ✓ Active support of targeted SME Entrepreneurs by the State Government at State, Federal and Global levels
- ✓ Engagement with Export Promotion Agencies
- ✓ Agricultural Product Processing Development Program

Support Schemes

- ✓ Artisans Support Scheme
- ✓ SME Product Quality Improvement Scheme

Bridging ICT deficiency/Gap

- ✓ Automating Citizen-to-Government/ Business-to-Government processes
- ✓ Effective Civil Service Administration
- ✓ Effective tax and other revenue generating administration
- ✓ Technology Infrastructure – Fibre-Optic, Data Centers, payment systems, etc.

Create access to capital for SME's

- ✓ Entrepreneurship Development Fund
 - ❖ Income from fund to be utilized for implementation of the strategic industrial parks and to support other targeted SMEs
- ✓ Credit Facility for Existing SMEs
- ✓ Credit Scheme for Market Men/Women
- ✓ Cooperatives

The use of micro-lending institutions in the State will further fast track a credible and independent source of financing for SMEs and households.

Mobilizing finance

- Capital Markets (Local and International)
- Exploring all possible international grants and programme
- Motivating Ondo State/Nigeria High Net worth Individuals to direct philanthropic activities to citizens of the State
- Mobilizing Nigerians in Diaspora to invest in the State by building and running industries in the State.
- Foreign Partners/Investors
- Mentoring

Strategic Infrastructure Investments

Power

The growth and industrialization of any economy are critically dependent on the adequacy of its electricity supply. Inadequate power supply is Ondo State's biggest infrastructure bottleneck. To

achieve rapid industrialization in the State therefore, it is imperative that the Government urgently tackles this problem.

Sources of Power considered;

- Coal
- Fossil fuel and natural gases
- Hydro-power
- Solar-power
- Wind-power

Provision of Power from Natural Gas sources holds significant comparative advantage over other sources. However, it is worthy to note that solar can be used for some applications i.e. street lights, pumps, rural communities etc. The State can take advantage of the fact that there are available oil fields in the State (including the state-owned one) and closeness to existing Gas Transport infrastructure.

The State government is currently constructing a 30 MW power plant. However, it is important to confirm the State's capacity to evacuate this power and also note if it has a license to operate an embedded power project. Such facilities should typically be focused on generating captive power to specific industries. It should be off-grid. Doing this will ensure that the consumers of the power are those who have the capacity to impact the economy of the State positively.

The State may also consider signing a Power Purchase Agreement with Pacific Power Limited, owners of the 335mw Omotosho Power Plant to systematically convert each of their 8 units of 45mw turbines from single cycle to combined cycle turbines thus generating 15-20 mw per unit. The first 15 – 20 mw generated would be available to be supplied to Oluwa Enterprise Park as a proof of concept for an Industrial Park.

The State Government should work with the Niger Delta Development Commission(NDDC) on the 132 KV transmission line from Omotosho Power Plant to Okitipupa and the 132/33 KVA

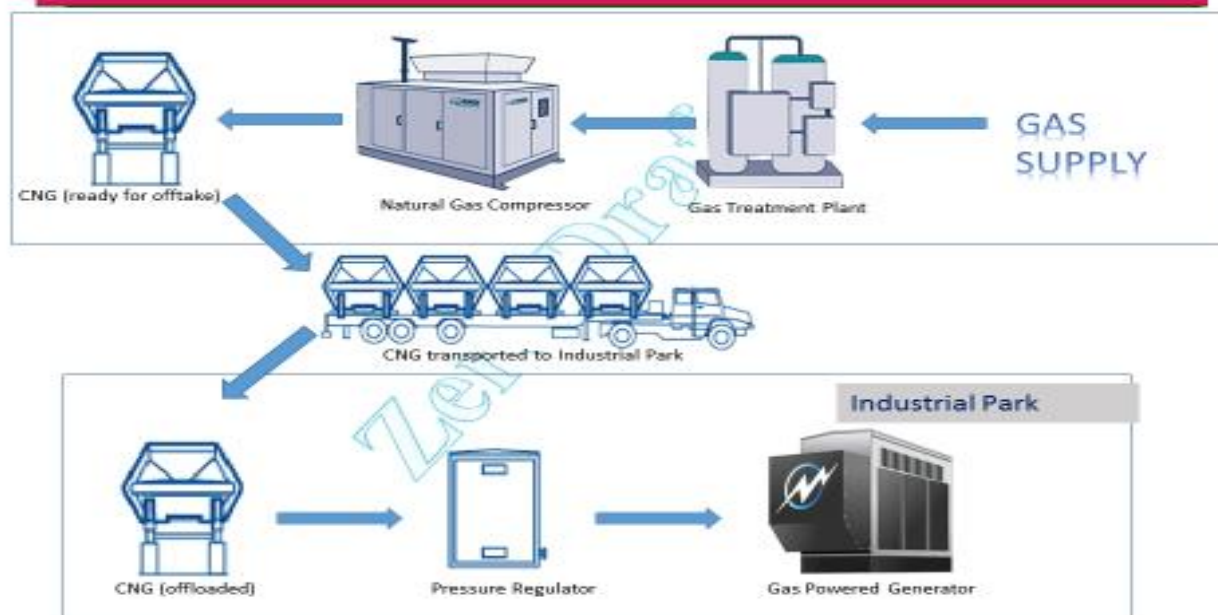
substation at Igbokoda designated for the southern part of Ondo State to ensure the completion of the two lines. Upon completion the two lines would ensure that the power generated by the various power plants in that area can be properly wheeled and consumed by the industries and citizens in that area.

Gas Plan

The State government can take advantage of the following gas initiatives;

- 1) Engage with the Nigerian Gas Company (NGC) or other oil companies for the supply of gas through Escravos Lagos Pipeline System 1 & 2 for the supply of gas for the state's energy needs.
- 2) Government should engage in a public private partnership to set up a Compressed Natural Gas (CNG) Plant at a preferred location within the State in order to produce CNG canisters. This is a cheaper source of fuel that can be transported to the other identified industrial zones, clusters or industries in the State.
- 3) Engage the agencies of the Federal Government such as the NDDC, NNPC and PPMC to include the 120km pipeline to Olokola in the Gas Master Plan. A gas supply pipeline transporting gas for both OKLNG and the domestic market as opposed to a dedicated domestic gas supply line substantially reduces the unit cost of domestic gas supply
- 4) Propose a tee-off for the 2 bscf/day Dangote pipeline that would feed the Lagos fertilizer plant. Doing this will further enhance the gas production capacity of the State.
- 5) Strategize for the launching of the Ob-Ob Line to feed the gas hub and needs of Western Nigeria.

CNG Distribution to Industrial Parks far from Gas Location



Industrial Parks

Previous governments had plans of setting-up industrial parks and indeed have setup a couple around the State. The parks have never really taken off for a myriad of reasons; poor infrastructure, energy, government run.

A couple of years ago, the state government had conceived the idea of an industrial park in the Ore area called Oluwa Industrial Park. Oluwa Industrial Estate is situated on a 1,000-hectare parcel of land with ample space for a future expansion. The Industrial Park is located near Ore, a nodal growing town which lies on the East-West highway that provides a direct route to Lagos the economic hub of Nigeria.

Ore provide an easy connection to all parts of Nigeria and to the Olokola Free Trade Zone to the south. It links with Benin City and beyond to the East and also to Akure, Abuja and the hinter

lands of North Central Nigeria. The estate is therefore a most favoured location in terms of access to all parts of Nigeria.

The location of the estate makes it easy to access raw materials such as Palm Produce, Cassava, Bitumen, Silica Sand Kaolin and worth mentioning is that fact that it is very close to the Ondo State Afforestation project.

There is a power generating plant at nearby Omotosho Town with a generating capacity of 335MW. An agreement can be made with Pacific Power the owners of the power plant to ensure that the Industrial Park will benefit from a dedicated electric power arrangement. This would provide steady power for the industries in the Industrial Park and also heating facilities provided from the heat generated by the power plant turbines. Natural gas will also be made available from the nearby pipeline of the Nigerian Gas Company while Oluwa River is available to provide adequate water for industrial use.

With the incentives available for industrial projects in terms of accessibility, low cost heat energy, steady electricity supply, availability of raw materials and the prospect of turning the park into a free trade zone, the Oluwa Industrial Estate offers a most conducive business environment to investors.

The State Government should develop similar parks at Akure and Owo in such a way as to attract industries to use them. The multiplier effect of having functional industrial parks are quite immense and rewarding both politically and economically.

Industrial Clusters

Initial plan to implement Three (6) industrial clusters in the state

- 2 clusters in Ondo North - Granite/Marble/Ceramic/Kaolin
- 2 clusters in Ondo South – Wood processing/Poultry
- 2 clusters in Ondo Central – Textile industry/Cassava

The advantage of this is that a community of businesses seeking collective benefits greater than the sum of individual benefits that each company would realize by only optimizing its individual performance is created.

Innovative Public-Private Delivery Model

- For capacity-constrained governments like Ondo State, this approach ensures sustained focus on industrialization.
- Program focuses government efforts on attracting and organizing the firms that will use the park, and then has them to locate, dimension, and build the park itself.
- Government grants represent a certain percent of park infrastructure costs—leaving the majority for the entrepreneurs to fund.
- Local regulations and legislations must be transparent and consistent (planning, land ownership etc.)

Without adequate **power** and transport infrastructure, investment in industrial park may be wasted

- Assurance of uninterrupted Power supply is the most critical incentive for proposed entrepreneurs
- The State Government must play a critical role in the provision of Power for the industrial clusters

Goal of Proposed Industrial Clusters

- Act as catalyst to kick start stellar economic growth and industrialization of in Ondo State
- Create jobs for Ondo State's rising population
- Become a booming commercial gateway and manufacturing hub

Ondo State Strategic Industrial Clusters unique opportunities

- Stimulates Government alignment infrastructure provision/agglomeration to jolt industrial growth
- Promotes spirit of competition and enterprise that lead to efficiency in the production of goods and services that eventually spill over onto the rest of the economy.
- Income multiplier effect on the lives of the Ondo State people and environs
- Visible physical development of the local communities and opportunity for the establishment of complementary companies
- Enhancement of skill acquisition opportunities in Ondo State

Strategic Investments to Encourage

It is in the interest of Ondo State Government to actively support the following investments that are expected to significantly the development of the State.

Olokola Free Trade Zone

A Free Trade Zone is a special area of a country with industrial infrastructure where normal dues such as tariffs and quotas are reduced or eliminated. The companies that set up in the zone are given tax breaks or holidays as an additional incentive. The zone is managed by a professional operator, while bureaucratic requirements are lowered in the hope of attracting new business and foreign investments.

The zones rapidly grow into labour intensive manufacturing centres that involve the import of raw materials or components and the export of factory products, on a large scale. Indeed, the basic objectives of FTZs are to enhance foreign exchange earnings, develop export-oriented industries and generate employment opportunities.

The Olokola Free Trade Zone is an integrated multi-purpose project made up of free trade zone, deep sea port and an oil & gas logistics base covering about 10,000 hectares of land. The Ok Free

Trade Zone is developed by the OK Free Trade Zone Enterprise (OKFTZ Enterprise) a Public-Private-Partnership (PPP) between the two States Ogun and Ondo. The two States would need a strong development partner to form a PPP and bring its financial and technical capabilities to the project. In this way, the strengths of both the private and public sectors are combined to turn this development into a success and a catalyst towards the economic development of both States.

The Free Trade Zone is being designed to provide infrastructure that will support various demands such as;

- 1) A logistics base serving the western base activities of the Nigeria oil and gas industry
- 2) Onshore gas processing facilities and plants (LNG, LPG, GTL, CPF, etc.)
- 3) Oil refineries, chemical and petrochemical plants
- 4) Heavy and light industries for exports
- 5) Manufacturing/assembly, processing, packaging, bulk breaking, fabrication and machine tools
- 6) Bonded storages, warehouses and pipe rack

Based on preliminary evaluation, the Olokola Free Trade Zone is an attractive investment proposition. From the experience of relatively small Onne Oil and Gas Free Trade Zone, a well-planned FTZ of 10,000 hectares; well serviced with first class infrastructural facilities and superior quality access roads linking interstate highways would have comparative advantage.

Olokola is a life-changing phenomenon which must not get lost into history. With good quality private sector management and aggressive marketing, the project would leverage the synergy of a strategic location with the incentives of a Free Trade Zone combined with purpose built infrastructure to create a safe, secured and prosperous business environment.

Olokola Liquefied Natural Gas Project (OKLNG)

A number of potential clients in the past had indicated interest in locating at Olokola Free Trade Zone foremost amongst was the consortium of Chevron, Shell, British Gas (BG) and the Nigerian

National Petroleum Corporation (NNPC) that planned to establish a Liquefied Natural Gas (LNG) plant.

The OKLNG is a viable LNG project located at the Olokola site in Ogun State, and strategically positioned at a coastal location inside the Ogun-Ondo Olokola FZE. OKLNG is planned to be launched with two LNG trains, each with a capacity of 6.3 million tonnes of LNG per year, and expandable to about 6 trains with a maximum capacity potential of about 38 million tonnes of LNG. The two-train launch project is expected to attract an investment of about \$20 billion dollars. Therefore, the OKLNG platform has the potential of being one of the largest LNG platforms in the world, as well as putting Nigeria in the top-three LNG exporting nations.

The gas for OKLNG plant is to be routed to via 48” pipelines over a distance of 120Km, the shortest in Nigeria. The gas for OKLNG would be gotten from the South Western Gas Pool which is a total of about 52 Tcf out of which only 16 Tcf would be used by the first phase plant when fully operational.

OKLNG was established in 2005 and was the first enterprise in the Olokola FTZ. A Pioneer Camp was constructed and commissioned by President Jonathan in December 2010. This includes Initial facility on site to enable operations in remote area for HSE, logistics, support and security. Delays on the project were experienced owing to the PIB and later because of difficulties with BG. A Project Execution Plan was concluded in 2012 for recovery and resumption of the Project but was not implemented subsequently Shell and Chevron withdrew from the Shareholders Agreement in 2013.

Unfortunately, this very material investment opportunity has stalled as a result of the following main factors; (i) new government prioritising gas supply to Power projects and domestic industry ahead of export related projects; (ii) non-funding of government / NNPC equity share of the required investment since 2007; (iii) government appears to have prioritised OKLNG behind Brass LNG and Bonny NLNG expansion; and (iv) lack of a key sponsor/driver for OKLNG at the top echelons of the Nigeria government.

Importance of OKLNG:

1. OKLNG will represent one of the largest foreign direct investments into Nigeria over the next 5-10 years if the project proceeds
2. The OKLNG project represents the anchor project and key enabler for gas supply into Western Nigeria & Lagos. Major gas supply infrastructure (Pipelines and Gas Gathering facilities) for Industrial utilisation and gas-fired power stations requires a credible export project like OKLNG to be viable
3. Industrial and economic growth of the Western States, including Lagos State will significantly benefit from OKLNG
4. Enable the growth of other Industrial facilities (Deep sea port, Cargo Terminal and other related oil & gas industries) at the Olokola FZE, as well as leverage the development of similar industries at Lekki, and cities across Ondo, Ogun and Lagos States
5. Generate significant employment, contract and revenue opportunities for the local, state and federal government

NNPC currently owns 100% of the OKLNG project and is committed to the early development of OKLNG as part of Nigeria's strategic objective to maintain a market share of 10% of global LNG supply. NNPC is seeking for two or three 'core' investors with LNG project development experience, financial strength and/or commitment to LNG offtake to join the project. NNPC will reduce its shareholding to circa 40% and investors will join the OKLNG project as shareholders with interests of at least 15% up to a maximum of 40%.

As a way forward on the project NNPC/FGN to be requested to clarify its position on the OKLNG Project, in the light of shutdown of facilities and relocation of Project staff to Abuja. Efforts should also be put into concluding the OKLNG Lease Agreement (a payment of \$9.5 million, followed by payments of \$1.5 million per annum).

When this is concluded, Shell and Chevron will be clear as to their outstanding obligations and be able to withdraw from the Project or, possibly enter into new arrangements. The Ondo State Government should also engage with Shell and Chevron on their willingness to participate in

and/or supply gas to a reconstituted OKLNG Project, recognising that NNPC is unlikely to be a large shareholder.

Olokola Deep Seaport

Nigeria is heavily dependent on the Port of Lagos; there has, therefore, been a lot of interest in developing other deep sea ports. The initial concept of the Olokola FTZ included a deep-sea port and Ondo & Ogun State Governments during previous governments had extensive discussions with potential deep sea port partners and constructors.

Out of Nigeria' estimated coastline of 450 km, the eastern flank of about 200 km and less commercial activity harbors active seaports, namely Calabar, Onne, Port-Harcourt and Warri. Only the Lagos port serves the longer western flank.

Taken together, the western flank of Nigeria is under serviced by ports. The prevailing congestion in Lagos metropolis as a whole and the continuing deterioration in infrastructure strongly suggest that Lagos alone cannot adequately satisfy the needs of the western axis of the country.

The State government can revisit work done with potential partners and constructors, identify suitable entities for further engagement and develop strategy for private sector project execution and funding. The identified partners should commence with modest port facilities to be further developed and expanded over time. The partners should address resettlement requirements of site and develop infrastructure. Fortunately, the Ondo State Government had built most of the roads to eastern side of the zone.

Olokola Logistics Support Base

A Logistics Support Base provides the support that offshore oil and gas facilities require for their operations. There is a dearth of facilities for supporting deep offshore operations, resulting in high costs of operations, long project implementation schedules and major Nigerian Content issues.

There are other Shore Base projects in Nigeria, mainly in Lagos. Olokola a reasonable distance from Lagos, is closer to the oil and gas fields thus can provide several logistics services at a relatively lower cost. It has good land availability and is not impacted by heavy shipping traffic.

Olokola would complement rather than compete with Lagos and a logistics base in that location will provide a wide range of services (focus initially on services where there is a strategic advantage). Olokola might not, in the medium term, expect to develop port facilities that can compete with Lagos or the potential Lekki port because the capital requirements for a major port complex would be prohibitive.

An Oil and Gas Free Trade Zone and major logistics base in the western axis of the Niger Delta will provide an alternative to Onne and complement it in improving the economics and operational responsiveness in the increasing and expanding exploration and exploitation activities of Nigeria's Oil and Gas Industry.

A logistics base at Olokola will enjoy simultaneous relative proximity to the oil blocks in the Western flank of the Niger/Delta as well as majority of the country's oil blocks situated offshore. Deep and Ultra Deep water oil blocks including a substantial part of the Nigeria/Sao Tome Joint Development Zone are situated far west of Onne in the Western flank of the Nigerian Coast.

Table1. Proximity of Olokola to Oil Blocks Compared with Others.

Companies	Block No.	Field Name	Olokola	Lekki, Lagos	NPA, Warri	Onne, PH
AGIP	316	Abo-N	75KM	130KM	200KM	400KM
ExxonMobil	209	Erra 1 & 2	110KM	160KM	180KM	400KM
SNEPCO	212	Bonga	215KM	260KM	230KM	350KM

Security in the Niger Delta and indeed Nigeria as a whole has become a major national concern. Olokola can provide comparatively good security with the nearby Igbokoda Navy Forward Operating Base. A logistics base at Olokola will enjoy a relatively superior security profile, far from restive minority youths and communities in the other Niger Delta locations.

When the coastal road is completed, Olokola can be approximately 45 minutes' drive from Lagos, which has essential complementary resources such as skilled labour and management manpower, excellent communications, banking, airport, seaport, rail line, road network and other essential infrastructure as well as the headquarters of all major oil and oil-servicing companies.

SECTION 5 - VITAL LINKAGES

Linkages with other sectors within the State

Infrastructure

- Transport network (road, rail, waterways)
- Utilities: Power, gas and water
 - Power is fundamental for industrialization and should be prioritized and focused upon.
 - Establish energy nexus in strategic industrial parks in all senatorial districts.
Kick-off with Ore/Omosho/Olokola
- Support SMEs to drive industrialisation

Resources

- Agriculture
 - Drive industrialisation via support for agro-allied industries
 - Enable market access for sales and income
- Solid minerals
 - Collaborate with Federal Government on bitumen exploration and manufacturing of asphalt

Regional Integration

- Drive competitive advantage for products from Ondo state such as Cocoa, Wood (for furniture), fish processing (including fish meal) and textile and create market across South-West region, as well as other contiguous states
- Exploit Ore/Ikare's strategic position as major transit points for national trade route
- Joint infrastructural development such as internal rail system

Linkage with Federal Government

- Take advantage of schemes, incentives and programmes of the Federal Government
- Partner with Federal Government on Asphalt (re: Bitumen)
- Collaborate with Federal Ministry of Trade, Industry and Investment
- Explore carbon credit (re: climate change)

Linkage with International Finance and Business communities

- Leverage international funding partners and investors
- Leverage existing Embassies and Chambers of commerce in Nigeria
- Organize annual investment road-show/fair (locally and internationally)
- Encourage and incentivize investors of Ondo-state origin to set up/buy businesses located within the State in order to create new wealth and generate new jobs

SECTION 6 - INSTITUTIONAL FRAMEWORK

Introduction

This section is to ascertain the adequacy and inadequacies of the State's current institutions, which are charged with the responsibility of developing the C&I sector.

The section seeks to:

- i. Identify militating factors in existing institutions that support Commerce and Industry in Ondo State; and
- ii. Propose implementable re-inventing mechanisms including remediation strategies that are applicable for each of the institutions in order to effectively drive commerce, create millions of jobs through entrepreneurship and promote industry across the State.

Identified Institutions

1. Ministry of Commerce And Industry
2. Ondo State Investment Corporation
3. Wealth Creation Agency (WECA)
4. Ondo State Micro-credit Agency
5. Directorate of Public Private Partnership
6. Department of Cooperatives
7. Business Associations (NACCIMA/ MAN etc.)
8. Consumer Groups/Consumer Associations

Analysis of Limiting Factors

1. MINISTRY OF COMMERCE AND INDUSTRY

Limiting Factors:

1. Inadequate level of creativity
2. Perceived corruption
3. Excessive bureaucracy
4. Duplication of functions
5. Lack of synergy among stakeholders
6. Inadequacy of human resource skills/capacity

Suggested Intervention:

1. Adoption and entrenchment of “Think anew - Act anew” philosophy
2. Complete overhaul of the Ministry of Commerce and Industry to make it more responsive to the exigencies of new investment drive.
3. Appointment of technocrats to head key sectors of the Ministry
4. Corruption risk assessment in order make the institution transparent
5. Transform into one-stop shop on investment policy initiative
6. Deploy and implement global best business principles

2. ONDO STATE INVESTMENT CORPORATION

Limiting Factors:

1. Overbearing political influence
2. Perceived corruption
3. Inadequacy of technical know-how to harness relevant commercial and industrial capabilities

4. Inability to adequately dimension investment decisions
5. Poor organogram that does not stimulate performance
6. Over dependence on and access to cheap / free money from the State government

Suggested Interventions:

1. Reformation and restructuring of Ondo State Investment Corporation
2. Complete insulation from political influence
3. Develop operational template following global best practices
4. Reform its organogram to make it responsive and alive to expected duties
5. Independent /professional assessment of business portfolios based on best governance practices

3. WEALTH CREATION AGENCY

Limiting Factors:

1. Political patronage
2. Financial assistance is seen as free gift (dividend of democracy)
3. Low/poor pay back rate on loans
4. Targeted SMEs are sometimes not the actual recipients of loan

Suggested Interventions:

1. Scrapping of WECA.

4. ONDO STATE MICRO-CREDIT AGENCY

Limiting Factors:

1. Politically inclined financial institution
2. Amount made available to businesses are too small for meaningful impact
3. Low pay back rate on loans
4. The small businesses have not been positively impacted
5. The Agency's mode of operation is at variance with its established objectives

Suggested Interventions:

Whereas the unambiguous aims of government for setting up WECA include the creation of mass employment, entrepreneurship growth development and harnessing vast resources at the micro-level, the institution has not been able to achieve its objectives.

It is therefore our opinion that an institutional platform to perform the role of financial support for addressing capital deficiencies in SMEs should be enabled. We however need to address the issue of undue political interference, lack of professionalism in financial service delivery, dilution of shareholding structure, transparency and accountability.

We hereby recommend the enablement of private sector led institutions in the agenda for SMEs.

ADVANTAGES

1. Strong supervision by regulatory authorities and investors
2. Equity diffusion would ensure availability of more funds, commitment , efficiency and better governance
3. Creation of millions of jobs across Agri-business, commerce, entrepreneurial activities and service sector etc.
4. Millions of Small businesses shall be supported to achieve desired growth

However, to support this, there is need to have adequate training for potential beneficiaries of the job creation initiatives through Entrepreneurship Development Centres.

5. DIRECTORATE OF PRIVATE PUBLIC PARTNERSHIP

Militating Factors:

1. Perceived low level of creativity
2. Inability to properly harness available potentials of the state for exploitation
3. Clarity of the expected role of PPPs
4. Too much focus on social services rather than industrial development and entrepreneurship/job creation
5. Lack of clarity on rules for government involvement in business activities.

Suggested Interventions:

1. Focus on aggressive investment promotion to take care of investment potentials across the State
2. Should clearly define and articulate rules for government participation and involvement in business enterprises
3. Develop better governance templates

6. MINISTRY OF COOPERATIVES

Militating Factors:

1. Dichotomy between the formal and informal sector
2. Inability to control or track members' usage of loan funds
3. Expansion is limited by extent of members collective savings
4. Observed corruption in the administration of cooperative enterprises
5. Scarcity of funds to meet the financial needs of the sector

Suggested Interventions:

1. Massive training of members on entrepreneurship/better governance practices
2. Increase scope of cooperatives to cover other skills, trades, artisans, agro-allied business etc.
3. Play pivotal role in disbursement of financial interventions to support SMEs
4. Create the enabling environment to adequately fund the cooperatives' initiatives
5. Cooperatives should be encouraged to invest in the proposed state Micro Finance Agency
6. Proper monitoring in order to effectively contribute to entrepreneurial / job creation agenda of government

7. BUSINESS ASSOCIATIONS (NACCIMA, MAN, ETC.)

Militating Factors:

1. Lack of synergy
2. Lack of adequate recognition by government
3. Economic downturn that stifled activities leading to frustrations
4. Poor engagement between the public and private sectors

Suggested Interventions:

1. Adequate recognition by government as a catalyst for economic development
2. Re-organization by non- state actors in order to build confidence and respect
3. Encourage participation in proposed Ondo state Industrial development agenda
4. Create a platform for proper engagement between the State and Business Associations

8. CONSUMER GROUPS

Militating Factors:

1. Lack of standardization to guide purchasing activities
2. Low disposable Income
3. Months of salary arrears

Suggested Interventions:

1. Regular payments of salaries
2. Establishment of Standards (Weight and Measurement)
3. Stimulate effective and active consumer activities

Institutional Framework for Job Creation

1. ONDO STATE ENTREPRENEURSHIP DEVELOPMENT CENTRE

1. To support the private sector propelled financial platform through training of young entrepreneurs, potential SMEs
2. Vigorously support Ondo state for massive job creation and entrepreneurship
3. Harness potential of government technical colleges, skill acquisition centers
4. Training on entrepreneurship
5. Capability building on marketing / accounting
6. Feasibility report advisory services
7. Product branding
8. Skill competence certification
9. Liaise with Ondo state micro finance institution on behalf of potential young entrepreneurs.

2. ONDO STATE INVESTMENT COUNCIL

1. The Ondo State Investment Council should be established as a coordinating organ on issues of commerce and industry development
2. The Special Adviser to the Governor on investments promotion should be supervised by the Council
3. Quarterly meeting of representatives of relevant institution i.e Ministry of Commerce, non-state actors, entrepreneurship development center, investment corporation, PPP
4. Investment, commerce and industry policy analysis and dissemination
5. Feedback from stakeholders, monitoring and establishment of other critical institutional framework

3. ONDO STATE ECONOMIC ADVISORY TEAM

1. High level Investment Advisory Team to the Government.
2. To comprises of entrepreneurs and experienced professionals from the State
3. Organize high level investment creation interactions in conjunction with the government

4. FORMALIZE THE INFORMAL SECTOR BASED ON SERVICES/ ACTIVITIES.

1. Develop a data-base of small scale businesses according to their types and activities.
2. Maintain proper record of business types.
3. Information is required for necessary intervention i.e. financial assistance and tax purposes

5. PROVISION OF A SECURED ENVIRONMENT

In order to guarantee sustained operations of commerce and industrial enterprises within the State, the government is required to create a secure environment. A program (such as the Lagos State security system) should be implemented. This will enhance inflow of foreign and local investments to the State.

SECTION 7 - CONCLUSION

The Transition Sub-Committee on Commerce and Industry Development was set-up by the Governor-Elect, Mr. Oluwarotimi Akeredolu, SAN to develop a roadmap for achieving enhanced economic activities and industrialisation of Ondo State. In carrying out its activities, the Committee examined geographic, economic, and demographic information about the State in comparison to its South West neighbours and other states in Nigeria. A compendium of the major natural resources and agricultural products prevalent in the State was prepared and the various opportunities that each of these provide to potential investors were identified.

The Committee also identified the challenges that have militated against the achievement of the Commerce and Industry agenda of Ondo State over the years. Some of the key challenges in this respect include inadequate financial resources, infrastructural deficiencies, lack of robust policy framework, limited institutional capacity, etc. This report has recommended general and specific courses of action that the incoming Administration needs to take in order to redress the observed challenges. Some of these are:

- Government commitment to implement the recommendations
- Stimulation of indigenous entrepreneurship among the citizens of Ondo State
- Creation of enabling environment for promotion of SMEs and stimulation of a private sector led economic agenda
- Investment in key infrastructure through PPPs and provision of robust incentives to attract potential investors to the State
- Provision of incentives for large scale industries which utilise local raw materials
- Establishment of quality assurance agencies for standardization of commodity exports from the State.

The Committee sought to answer the question “Where should the State be?” in order to achieve the vision of becoming an economically independent entity. Specific objectives of the Commerce and Industry agenda were codified and the platforms for achieving these objectives were identified as follows:

- Private sector led development
- Nurturing Public Private Partnership
- Deliberate creation of an Entrepreneurial class

- Capacity Building for small and medium scale businesses
- Implementation of wealth creation initiatives among the citizenry

The unique position of Ondo State as the second largest economy in the South West part of Nigeria, its location as an inter-regional transit point through Ore and Ikare towns and home to six potential economic centres (Ikare, Owo, Akure, Ondo, Ore and Okitipupa) was identified as a strategic advantage for economic development.

Section 3 of the report focused on the identification of high-impact projects that can be embarked upon by the new Administration. In selecting these projects, due cognisance was taken of the need to achieve even economic development across the geo-political zones of the State, the need to promote industries where the State has comparative advantage and the objective of utilising these as a means for achieving significant job creation and socio-economic development.

Some of the identified projects for immediate and medium term implementation are stated on pages 21-35 of the report. The recommendation also takes account of the need to spread the projects across all geographies of the State and within different economic brackets in order to encourage uniformity in development.

Section 4 of the report identifies strategic initiatives that are required to create small, medium and large-scale economic opportunities and proffers suggestions on how to remove previously identified obstacles to good governance and socio-economic development. The building blocks of the strategic framework are:

- Investments in strategic infrastructure
- Establishment of industrial parks and clusters across the State
- Development of the Olokola Free Trade Zone and the Olokola Liquefied Natural Gas Project
- Development of the Olokola Deep Seaport and Logistic Base
- Engagement and attraction of the Organised Private Sector to invest in the State.

Sections 5 identifies vital linkages that are required for the successful implementation of the commercial and industry development agenda. Some of the key linkages are:

- Linkage with other sectors within the State (Infrastructure, Power, Agriculture and Solid Mineral sectors)
- Regional integration between Ondo State and its neighbours in South West Nigeria
- Collaboration with the Federal Government on bitumen exploitation and other investment development programmes.
- Collaboration with international financial and business community through annual investment roadshows and economic summits.

In addition to the foregoing, Section 6 identified the institutional framework required for implementation and sustainability of the various initiatives. The limiting factors in the existing institutions that support Commerce and Industry in Ondo State were identified and remediation strategies for redressing the limitations have been highlighted on pages 53-59. The Committee proposed the following for the Governor's consideration:

- The restructuring of the Ministry of Commerce and Industry and the Ondo State Investment Corporation
- Establishment/strengthening of the Ondo State Investment Council
- The creation and empowerment of the Office of the Special Adviser to the Governor on Investment
- Assembling of a diverse team of entrepreneurs and experienced professionals to constitute an Economic Advisory Team and;
- The creation of a mechanism for ensuring the security of lives and property in the State in order to engender investment flow to the State.

Finally, a template for the implementation of the projects that are eventually approved by the State has been provided as a performance measurement tool in order to assist the government to focus on the execution of the Commerce and Industry agenda.

PROPOSED IMPLEMENTATION SCHEDULE

Transaction	Implementation of the Commerce & Industry Development Agenda 2017-2021																	
Document	Indicative Implementation Schedule																	
Last Update	Friday, February 3, 2017																	
IMPLEMENTATION OF THE ONDO STATE COMMERCE & INDUSTRY DEVELOPMENT AGENDA																		
							Quarter 1 2017			Quarter 2 2017			Quarter 3 2017			Quarter 4 2017		
START	WKS	END DATE		ACTIVITY	RESPONSIBILITY	STATUS	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	
					Ministry													
				Implementation Activities														

RURAL DEVELOPMENT AND COMMUNITY EXTENSION SERVICE

SUBMITTED BY

SUB COMMITTEE ON RURAL DEVELOPMENT AND COMMUNITY EXTENSION SERVICE

Chief Mrs. Kosemani Kolawole
CHAIRMAN

Surv. Niran Akinniyi
SECRETARY



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SECTION 1 EXECUTIVE SUMMARY

Over the years, Ondo State has experienced significant economic growth and social progress. However, a noticeable share of this growth has been mainly in the urban centres. The concentration of economic activities and social development in the urban area, largely contributes to widening inequality in rural –urban livelihood resulting in lopsided development and increased rural-urban drift. Given the reality that about 75% of the State territory is predominantly rural and a significant demographic percentage of the people are rural dwellers, there is the need to optimize existing instruments to promote rural development and to integrate them into a common framework. A good rural policy should therefore promote a linkage to agriculture, rural infrastructural development, cooperative as a tool for driving rural business, and comprehensive rural extension services, ultimately aimed at achieving integrated community development.

It is equally important to make rural dwellers active participants in making strategic decisions affecting them in order to enhance project ownership, utilization and sustainable livelihood. The Community Change Vanguard (CCV) and Community Change Facilitators (CCF), the Ondo State Rural Development Coordinating Council (RDCC), the Ondo State Rural Development Coordinating Assembly (RDCA) and the Ondo State Joint Development Committee (JDC) with their monthly meetings, quarterly meetings and annual congresses respectively coupled with Mid Term Expenditure Framework (MTEF) at Local Government level are innovations to fast track the Rural Development Programme of Change.

1.1 Membership

Chief Mrs. Kosemani Kolawole - Chairman

Surv. Niran Akinniyi

Rt. Hon Ayo Agbonmuserin

Prince Diran Iyantan

Comrade Francis Falohun

Gbenga Edema

Okewoye Sarafa Soji

S. K. Akinnagbe

Barr. Sola Oludipe

Tayo Oluwatuyi

Yetunde Adeyanju

Prof. A. Adegeye

Sehinde Akingbemila

SECTION 2 INTRODUCTION

Rural Areas in Ondo State are characterized by their generally inadequate basic infrastructure and social amenities such as all season access roads, safe potable water, medical facilities, educational facilities, electricity/rural energy, good habitable houses and recreational facilities, their rudimentary and inefficient mode of production, un- organized marketing system, paucity of processing factories, storage depots, poor hygiene, and social awareness and their depleted work-force. However, rural communities in Ondo State are blessed with abundant resources including skilled manpower, rich agricultural land, minerals, natural resources, water for fish farming, games and livestock.

Considering the fact that about 75% of the inhabitants of Ondo State are rural-based, a government that is determined to provide the dividends of good governance should prioritize the policies that would enhance the development of the vast rural communities through an integrated rural development programme (IRDP). This encompasses a rapid refocusing of government attention and priorities to rural development, increasing easy accessibility to basic infrastructure, factors of production and credit facilities, viable rural business activities and integrated extension services thus improving rural livelihood and halting rural urban drift.

The successful planning, implementation, utilization and sustenance of rural development programme require the integration of several elements including citizen participation, mobilization, self- help and education. Therefore, community people must be helped to develop their capacity and enhance their desire to participate in making decisions affecting them. This will enable them become owners of initiatives related to institutional, social and economic development. There is however a huge resource gap in the availability of committed and dedicated extension workers in the Local Government Areas of the State. There is therefore the need to recruit and train community based development agents (who will be resident in the LGA of service) to be called Community Vanguard with competences to conduct community needs assessment surveys and offer extension services in their communities.

Broad Policy Objective

The main objective of the Rural Development and Community Extension Services Policy is the provision of essential facilities and programmes aimed at transforming rural infrastructure,

raising agricultural productivity and incomes, providing basic social amenities, putting in place fiscal policy measures to enhance rural credit programmes and industrialization that will fast track overall rural development and improve the livelihood of rural dwellers.

Specific Objectives

- i. To link up every rural community by road for easy accessibility; provide them with safe potable water; functional basic health centres, educational and vocational facilities, as well as linking rural electrification with national grid to facilitate rapid rural infrastructural development and viable economic activities.
- ii. To create and enhance rural job growth by building the capacity of entrepreneurs, identifying and employing new ideas, high yielding technology and opportunities, competitive artisanal services, increase accessibility to information and communication technology, enhance vocational training centres to build a sustainable rural economy for increased income and improved livelihood of rural dwellers.
- iii. To promote participatory cooperative institutions that will drive employment generation, enhance access to sustainable credit facilities, reduce cost of production, and foster wealth creation and general improvement of socio-economic lives of rural dwellers.
- iv. To facilitate deliberate mobilization and inclusion of community people as active participants in their own development to guarantee the culture of ownership, utilization and sustainability of rural community development initiatives
- v. To emplace a new performance measuring template whereby minimum requirements and standards of performance in the core basic areas of rural development will be set annually for each local government.

Conceptual Framework

Ondo State Rural Development and Extension Service is based on the well tested assertion that true development is the development of the people. It is an indisputable fact that the more people are developed, the more they actively participate in their own development and in the creation of a preferred future for their community and individual socio-economic well-being. Therefore, in order to achieve rural community development, people would be enabled to develop their capacity to identify their

problems and ways of solving them. Rural dwellers will be helped to actively participate in making decisions that affect their community, their livelihood, as well as their social and economic prosperity.

Sub-Sectors

- Rural Infrastructural Development
- Rural Business Development
- Rural Cooperative Services
- Rural Community Extension Services

2.1 RURAL INFRASTRUCTURAL DEVELOPMENT

Broad Objective

To link up every rural community by road for easy accessibility; provide them with safe potable water; functional basic health centres, educational and vocational facilities, as well as linking rural electrification with national grid to facilitate rapid rural infrastructural development and viable economic activities.

Specific Objectives

- i. Ensuring Total Rural Access and Mobility (TRAM) through massive construction and rehabilitation of rural roads across the State
- ii. Providing safe potable water to prevent water-borne diseases and reduce morbidity in rural communities
- iii. Emplacing synergy between the State Primary Health Agencies and the Local Governments to ensure functional basic health centres such that rural dwellers should be able to access basic health care within 5 Kilometers or 5 minutes of normal road transport
- iv. Providing adequate educational (basic and vocational) facilities to meet the standard of United Nations Educational Scientific and Cultural Organization (UNESCO) for all school age children in all rural communities in Ondo State
- v. Linking rural electrification with national grid to stem rural - urban drift, power rural economy and increase the livelihood of the people

- vi. Incorporating staff housing units into the provision of education and health facilities in the rural areas to enhance effective service delivery and reduce absenteeism. Mobilize rural dwellers to build more habitable houses and improve the quality of existing ones with basic facilities like water and sanitation.
- vii. Institutionalizing community systems like community development associations (CDAs) and Community Development Committees (CDCs) as vehicles for community people mobilization and participation in their own development as well as facilitating community self-help projects
- viii. Giving recognition through awards and grants to outstanding community self-help activities
- ix. Ensuring effective coordination and monitoring of the various agencies, bodies and donors responsible for rural development projects to enhance effective functioning linkages and avoid role conflicts.
- x. Providing well-equipped and well-staffed vocational and skill acquisition centres in all the Local Government Areas of the State.

Programmes

- Rural Access and Mobility
- Rural Water Supply Programme
- Rural Health Care Development
- Improvement of Rural Education Infrastructural Facilities (Basic and Vocational)
- Rural Energy Programme
- Rural Housing Programme

Implementation Strategies

- i. Carry out a comprehensive Baseline Survey on rural infrastructural facilities in the State
- ii. Conduct All-Stakeholders Summit in all the LGAs to secure their buy-in
- iii. Strengthen the capacity of local government personnel across the State to deliver on their constitutional mandates
- iv. Encourage and support other local institutions and relevant rural development partners

- v. Mobilize Local Government Areas to construct and/or rehabilitate a determinable length (Km) of roads or water ways per local government area per annum with matching grant from the State.
- vi. Take inventory of boreholes and hand pumps in the State to ascertain their state of functionality and usability with a view to incorporating their reactivation into rural water programme in each Local Government. Reactivate and reticulate Owena Dam to meet water needs in the Central Senatorial District of the State; reactivate and reticulate Egbe, Ose and Awara Dams for communities in Northern Senatorial District of the State; reactivate and reticulate existing water works in Southern Senatorial District; and commission a body of experts to recommend viable and sustainable water supply for the District.
- vii. Develop, build, furnish, equip and staff specified number of Basic Health Centers with staff quarters per annum in each of the LGAs.
- viii. Renovate and build specified numbers of primary and secondary schools with staff quarters per LGA per annum
- ix. Link rural communities with national grid, provide transformers to strengthen electricity supply and build the capacity of rural women to enhance increase in utilization of rural energy stoves for forestry preservation and reduction in environmental degradation
- x. Mobilize rural community dwellers to improve the quality, durability and aesthetic values of their housing facilities such as toilet and drainage system.
- xi. Sustain the Engineering Services Unit of the Ministry of Rural Development and Extension Services to provide technical backstopping for fast tracking rural development project execution, supervision, monitoring, evaluation and progress review.

2.2 RURAL BUSINESS DEVELOPMENT

Broad Objective

To create and enhance rural job growth by building the capacity of entrepreneurs, identifying and employing new ideas, high yielding technology and opportunities, competitive artisanal services, increase accessibility to information and

communication technology, enhance vocational training centres to build a sustainable rural economy for increased income and improved livelihood of rural dwellers.

Specific Objectives

- i. Foster knowledge transfer and innovation in agriculture, forestry, and productive rural life
- ii. Promote resource efficiency and support the shift towards high yielding technology and increased rural earnings in agriculture, forestry and food sectors
- iii. Promote production chain organizations to enhance rural business establishment
- iv. Promote efficient risk management in rural business development.
- v. Promote deliberate growth of non-agricultural activities within the village economy to relieve pressure on rural farmlands
- vi. Organize skill acquisition training and resettle graduands to enhance job creation and sustainable livelihood
- vii. Reform rural institutions such as cooperatives, community banks, 'Esusu or Ajo' and communal labour (Aaro).
- viii. Establish price reducing policy that enhances rural livelihood and use of subsidies as a means of providing essential inputs – fertilizer, pesticides, implements etc, for increased productivity of rural economy

Programmes

- i. Advocacy and Social Mobilization for Rural Business Opportunities and income Generating Activities.
- ii. Registration of Farmers and Trade Cooperatives in all the local government areas
- iii. Skill Acquisition Training and Resettlement
- iv. Entrepreneurial Development
- v. Capacity Enhancement for rural businesses
- vi. High Yielding Technology Transfer on Agro – based enterprises

Implementation Strategies

- Conduct Comprehensive Baseline Survey on Rural Businesses in the State

- Build capacity of Extension Officers both in the State and Local Government, and conduct short term training for rural farmers and agro based entrepreneurs on high yielding technologies e.g Cocoa Hand pollination, Plantain Sucker Multiplication, Yam Settees Production, Accelerated Rice Production, Queen Bee and Honey Production, Sericulture e.t.c through engagement of Consultants.
- Train unemployed youth and farmers on post-harvest technology and encourage them to own their businesses
- Reactivate Skill Acquisition Centres and organize adequate training for unemployed youth and women
- Mapping existing Skill Acquisition Centres for relevant vocations in all the Local Government Areas
- Establish income generating activities in each center
- Support the trainees with modest monthly stipends to facilitate success.
- Organize resettlement scheme for the graduands and form them into Cooperative Societies for easy access to loans and grants
- Strengthen the capacity of existing Artisans through apprenticeship scheme in collaboration with well-established training/vocational institutions (Private and Public) in each of the LGAs.
- Identify Artisanal bodies in all the Local Government Areas and assess their skills and competences with to attaching trainees to them.

2.3 RURAL COOPERATIVE SERVICES

Co-operatives are regarded as one of the most effective means of attaining economic and social development in developing countries. For this reason, the movement is regarded by International Organizations, especially United Nations Development Programme (UNDP) and International Labour Organization (ILO) as the most important institution for job and wealth creation in less developed countries. However, past experience shows that socio-economic development of most developing countries, Nigeria inclusive, had been substantially left in the hands of the government alone. The situation is true of Ondo State. This has always resulted in non-availability of adequate resources to meet the needs of people, who in turn would have been able to contribute their quota to economic development of the rural communities if well mobilized. It is in view of this, that

Ondo State Government should strive to build a strong, viable and sustainable economic system through the promotion of an enduring partnership with the cooperative movements in the state.

Broad Policy Objective

To promote participatory cooperative institutions that will drive employment generation, enhance access to sustainable credit facilities, reduce cost of production, and foster wealth creation and general improvement of socio-economic lives of rural dwellers

Specific Objectives

- i. To assist the rural dwellers in building very strong operationally independent and economically viable cooperative sector for the benefit of members and society.
- ii. To ensure that all cooperative societies operate according to law without compromising the interest of any member and the general public
- iii. To remove obstacles that hinder the free and effective operation of cooperative groups and their participation in the rural economic affairs
- iv. To promote cooperative friendly fiscal and monetary policies and create conducive environment for the survival and prosperity of cooperative enterprises
- v. To encourage the development of cooperative societies in rural communities in mobilizing, organizing and educating the citizens on cooperative affairs
- vi. To revive cooperative education through the State Cooperative College to enhance cooperative research and training for the sustainability of middle level manpower for cooperative development.

Programmes

- i. Advocacy and Social Mobilization on rural cooperative services
- ii. Registration of artisanal and farmers' cooperatives in all the local government areas
- iii. Capacity Building and Training of cooperators and cooperative workers
- iv. Provide, renovate and equip Area and Zonal offices in all the local government areas
- v. Revive and upgrade the existing Cooperative College

Implementation Strategies

- i. Cooperative Extension Officers shall mount aggressive formal and informal education programmes for the rural dwellers to boost cooperative understanding and membership
- ii. Promote youth cooperatives as part of an overall strategy for succession planning in cooperative movement development.
- iii. Revive and Support Ondo State Cooperative Central Financing/Investment Agency (CFIA) to discharge its statutory functions to cooperative unions and societies
- iv. Encourage Cooperative Societies to patronize the services of the Nigeria Agricultural Insurance Corporation (NAIC), the Nigeria Cooperative Insurance Society (NCIS) and other such agencies that provide micro-insurance services
- v. Strengthen the capacity of farmer cooperatives through the provision of easy access to land, mechanized equipment and other inputs at subsidize rates
- vi. Support Amendment of Cooperative laws, regulations and society bye laws to meet modern day reality in credit business.

2.4 RURAL COMMUNITY EXTENSION SERVICES

The productivity of any community will increase very slowly, unless extension services are made far more available in the rural communities than is presently the situation in Ondo State. Extension Service personnel assist the community people in the solution of a wide range of problems on community development and in the adoption of new methods, best practices, and value - reorientation. Government should make efforts to develop effective extension services which must be made available to rural communities at no cost to them. Therefore, in order to facilitate rural community development, adequate, skilful and competent extension services must be provided to identify their problems and plan ways of solving them with the people themselves.

Broad Policy Objective

To promote deliberate inclusiveness of community people as active participants in their own development to guarantee the culture of ownership, utilization and sustainability of rural community development initiatives

Specific Objectives

- i. To strengthen the capacity of rural dwellers to participate actively in their own development
- ii. To build the skills and competences of community people to have ownership of social and economic development initiatives that will improve their livelihood and increase their level of income.
- iii. To promote equitable gender participation for effective mobilization of rural community resources and fair distribution of income and access to factors of production.
- iv. To mobilize rural dwellers for self-help projects execution

Programmes

- i. Advocacy and Social Mobilization
- ii. Capacity Building for Community Change Vanguard, Community Change Facilitators etc
- iii. Integrated Community Extension Services covering Agriculture, Health, Education, Cooperatives and other issues affecting rural lives
- iv. Monitoring and Evaluation
- v. Progress Review

Strategies and Plans for Rural Extension Services

- i. Engage 207 Extension Workers comprising:
 - Existing Community Development and Extension Officers at both State and LGAs,
 - Appropriate manning level/recruitment of unemployed youth with specialization in Agriculture, Health, Cooperative, Education and Sociology/Psychology to complement any gap in “a” above.
- ii. Organize adequate capacity building (training/workshops) for the officers in “I” above
- iii. Organize them in LGA Teams of Ten (10) covering Agriculture, Health, Education, Cooperative and Sociology/Psychology to work as Change Vanguard/Extension officers in each of the 18 LGAs.

- iv. Head Department of Community Development to serve as Supervisor in each of the 18 LGAs
- v. Officers in iii and iv shall be resident in their respective LGA of service
- vi. At State level, Nine (9) Chief Community Development Officers to serve as M& E Officers at one (1) per Federal Constituency.
- vii. Selection and enrolment of Four (4) Community Change Facilitators of 2 males and 2 females from each community

2.5 COORDINATION AND OVERALL STRATEGIES FOR ACHIEVING GOOD SUCCESS

2.5.1 Coordination of Rural Development Programme

- a. Establishment of Ondo State Rural Development Coordinating Council to be headed by the Executive Governor, membership to include Deputy Governor, SSG, Heads of relevant MDAs, All LGAs chairmen, Chairman Council of Traditional Rulers in all LGAs, Heads of Development Agencies in the State etc.
- b. Establishment of Ondo State Rural Development Coordinating Assembly comprising all members in “a”, community vanguards, opinion leaders, religious leaders and labour leaders.
- c. Study Tour of Badegi National Cereal Research Institute Niger State Nigeria, Songhai Farm Institute Port Novo Benin Republic, Leventis Foundation and other relevant institutions
- d. Monthly meetings of LGA Head of Department of Community Development with Community Change Facilitators, Change Vanguards for Experience Sharing, Twinning, Mentoring etc
- e. Monthly meetings of Chief Community Development Officer (CCDO) with Change Vanguards at the State level.
- f. Quarterly meetings of Ondo State Rural Development Coordinating Council
- g. Annual Congresses of Ondo State Rural Development Coordinating Assembly
- h. Strengthen Joint Account Allocation Committee (JAAC) to provide accelerated uniform development of rural communities in all the LGAs by establishing Ondo State Joint Development Committee (JDC). JDC membership to include current JAAC members plus Chairman State Council of Obas, State Chairman of CAN

and Chief Imam, Auditor General of Local Government and the State Accountant General.

- i. Development of Local Government Medium Term Fiscal Framework (MTFF), Fiscal Strategy Policy (FSP) based on Community Participatory Needs Assessment and development of Medium Term Expenditure Framework (MTEF) for integrated rural development programme implementation

Medium Term Expenditure Framework (MTEF) is a strategic policy and expenditure framework which balances what is affordable in the aggregate against policy priorities of the government. MTEF consist of: Top – Down Resource envelope; Bottom – Up estimation of current and medium –term(usually 3 years) costs of existing policies and Matching these costs with available resources

- **Medium Term Fiscal Framework (MTFF)** which is a statement of fiscal policy objectives and targets. It is a set of integrated medium-term macroeconomic and fiscal policy projections based “Top-down” resource envelope consistent with macroeconomic policy objectives and Realistic projection of revenues
- **Fiscal Strategy Policy (FSP)** is the means by which a government adjusts its spending level and tax rates to achieve its economic and social objectives.

Overall Strategies

- i. Advocacy and Social Mobilization
- ii. All Stakeholders Forum at LGAs
- iii. Baseline Surveys
- iv. Enactment of Ondo State Rural Development Policy Law
- v. Manning level/Recruitment of Unemployed Youths to complement Community Development/Extension Service Workers as Community Change Vanguard
- vi. Capacity Building
- vii. Selection of Pilot Communities: 90 in 2017; 180 in 2018, 2019 and 2020.
- viii. Conduct Needs Assessment Survey of Rural Communities in all LGAs in the State
- ix. Election and Inauguration of four (4) Community Change Facilitators -2 males and 2 females from each community
- x. Develop Local Government Medium Term Fiscal Framework(MTFF) , Fiscal Strategy Policy(FSP) based on Community Participatory Needs Assessment and development of Medium Term Expenditure Framework (MTEF) for integrated rural development programme implementation

- xi. Strengthen the Engineering Service Unit of the Ministry of Rural Development and Extension Service to provide technical backstopping for fast tracking rural development project execution, supervision, monitoring, evaluation and progress review.
- xii. Employ one or more of the under listed approaches: Matching grant. Directive, Non-Directive, Integrated and Team
- xiii. Study Tour of Badegi National Cereal Research Institute Niger State Nigeria, Songhai Farm Institute Port Novo Benin Republic, Leventis Foundation and other relevant institutions
- xiv. Establish Ondo State Rural Development Coordinating Council headed by the Executive Governor, membership to include Deputy Governor, SSG, Heads of relevant MDAs, LGA Chairmen, Development Partners, Chairman Council of Obas in each LGA etc.
- xv. Establish Ondo State Rural Development Coordinating Assembly
- xvi. Establish Ondo State Joint Development Committee

Suitable Funding Sources

- i. Community contributions
- ii. Local Government Budget
- iii. Ondo State Government Budget
- iv. Constituency Projects
- v. Relevant Federal Government MDAs Projects
- vi. OSOPADEC
- vii. NDDC
- viii. Multilateral Relation Units(MRU)
- ix. Development Partners
- x. Corporate Social Responsibilities – Banks, Oil Companies, Telecommunication Agencies,

4. Monitoring, Evaluation and Progress Review

- i. Submission of monthly, quarterly and annual reports
- ii. Join monitoring visit of major Stakeholders to project sites
- iii. Mid Term and Terminal Review

SECTION 3 4 YEAR WORKPLAN

2017 – 2020

PROGRAMMES

1. Advocacy and Social Mobilization
2. Baseline Surveys
3. Enactment of Ondo State Rural Development Policy Law
4. Capacity Building
5. Rural Infrastructural Development
6. Skill Acquisition
7. High Yielding Technology Transfer
8. Entrepreneurial/Cottage Industrial Development
9. Rural Cooperative Service Development
10. Integrated Community Extension Service Development
11. Integrated Rural Development Programme
12. Reviving and Upgrading the State Cooperative College
13. Coordination of Rural Development Programme
14. Monitoring and Evaluation

SECTION 4 1ST 100 DAYS IN OFFICE

- a) Reactivation of Electricity in Ondo South Senatorial District and Akoko Areas where there has been no electricity supply for 2-4 years
- b) Provision of Transformers where necessary across the State
- c) Rehabilitation/ Grading of 100 Km Rural Feeder Roads water ways in each LGA
- d) Rehabilitation of 20 Bore Holes per LGA
- e) Skill Acquisition Centres
 - Reactivation of Skill Acquisition Centres at least one (1) per LGA
 - Retraining the Trainers of Skill Acquisition Centres
 - Sensitization and Selection of Trainees
 - Conducting of training
 - Support Trainees with Stipends
- f) Operation fill the potholes in the entire Ondo State
- g) High yielding technology transfer
 - ❖ Training of Extension Officers/ Unemployed Youths on high yielding technology
 - ❖ Selection of Pilot Farmer groups and Crop Based Associations
 - ❖ Training of relevant farmers on:
 - Accelerated Rice Production
 - Plantain Sucker Multiplication
 - Cassava Stem Multiplication
 - Yam Mini – Sett Production
 - Cocoa Hand Pollination
- h) Provision of seeds and seedlings to farmers e.g Rice, Cassava stems, Plantain Suckers etc.
- i) Promotion of Aketi Rice Production, Processing & Packaging
 - Establish Pilot Rice Farm at Igbara Oke Multipurpose Dam, Riverine Areas of the State
 - Encourage Rice Farmers Association with provision of seeds and seedlings

- Strengthening the capacity of the Rice Grower Association to process, package and brand rice
- Making available in large quantities packaged and branded Aketi Rice at subsidized rates.

SECTION 5 YEAR 2017

1. Advocacy and Social Mobilization

- a. Carrying out adequate advocacy and public enlightenment campaigns on:
 - Rural Infrastructural Development Programmes
 - Rural Business Opportunities and Capacity Enhancement
 - Sensitization and Registration of Cooperative Societies and Unions
 - Rural Extension Services
- b. Mobilize Rural Communities and Conduct Stakeholders Meeting to secure buy-in to Rural Development programme in each LGA
- c. Selection of 90 Pilot Communities for Rural Development Programmes
- d. Value – Reorientation Campaign to internalize Programme of Change among rural dwellers
- e. Enacting Bill Boards with focused messages to rural dwellers

2. Capacity Building

- i. Engage and Train 207 Extension Workers comprising
 - a. Existing Community Development and Extension Officers at both State and LGAs,
 - b. Appropriate manning level/recruitment of unemployed youths with specialization in Agriculture, Health, Cooperative, Education and Sociology to complement any gap in “a” above.
 - c. Organize adequate capacity building (training/workshops) for the officers above
 - d. Organize them in LGA Teams of Ten (10) to work as Change Vanguard/Extension officers in each of the 18 LGAs.
 - e. The Head of Community Development Department to serve as Supervisor in each of the 18 LGAs.
 - f. At State level, Nine (9) Chief Community Development Officers to serve as M& E Officers at one (1) per Federal Constituency.
 - g. Selection and enrolment of Four (4) Community Change Facilitators of 2 males and 2 females from each community

- h. Strengthen the capacity of existing Artisans through apprenticeship scheme in collaboration with well-established training/vocational institutions (Private and Public) in each of the LGAs.
- i. Identify Artisanal bodies in all the Local Government Areas and assess their skills and competences to determine their capacity development needs
- j. Organize Training/Workshops to strengthen Local Institutions such as CDAs, CDCs, CBOs, FBOs, NGOs, Opinion Leaders etc
- k. Conduct Entrepreneurship Empowerment Training/Workshops
- l. Training of Trainers on High Yielding Technology Transfer such as Cocoa Hand pollination, Plantain Sucker Multiplication etc
- m. Retraining of Trainers for Skill Acquisition Centres
- n. Training of Co-operators and Cooperative workers
- o. Training of farmers and Artisanal groups on post-harvest technology to enhance rural jobs creation
- p. Study Tour of Badegi National Cereal Research Institute Niger State Nigeria, Songhai Farm Institute Port Novo Benin Republic, Leventis Foundation etc.

3. Baseline Surveys

- a. Conduct Comprehensive Baseline Surveys on:
 - Infrastructural Facilities in all the rural communities of the State
 - Rural Business available in the State
 - Rural Cooperative Societies in the State
 - Rural Extension Services in the State
- b. Conduct Community Needs Assessment Surveys in all the rural areas of Ondo State.

4. Enactment of Ondo State Rural Development Policy Law

5. Rural Infrastructural Development

- i. **Rural Access and Mobility Programme (RAMP)**
 - Rehabilitation, bulldozing and Grading of additional 100Km Roads
 - Construction of Culverts, Bridges and Drainages

- Adequate Maintenance of Rural Roads

ii. Rural Water Supply Programme

- Take inventory of boreholes and hand pumps in the State to ascertain their state of functionality and usability with a view to incorporating their reactivation into rural water programme with each Local Government. Reactivate and reticulate Owena Dam to meet water needs in the Central Senatorial District of the State and reactivate and reticulate of Egbe, Ose and Awara Dams for communities in Northern Senatorial District of the State.
- Reactivate and Reticulate existing water works in Southern Senatorial District and commission a body of experts to recommend viable and sustainable water supply for the District.
- Rehabilitation of additional 10 existing boreholes in each LGAConstruct 5 Functional Boreholes per LGAs

iii. Rural Health Care Development

- Rehabilitate, Equip and Staff ALL the Basic Health Centres in Ondo State
- Incorporate staff quarter provision to health facilities

iv. Improvement of Rural Educational Infrastructural Facilities (Basic & Vocational)

- a. Rehabilitation of all Primary School in the LGAs
- b. Adequate staffing of all Primary Schools in the LGAs
- c. Provision of Staff Quarters in all Schools
- d. Provide access to Education for all school age pupils within a 5mins walk from his/her residence
- e. Provide A - meal a day for primary school pupils in rural areas
- f. Reintroduce practical agriculture to schools in rural areas

v. Rural Energy Programme

- Linking rural communities with national grid
- Promote use of alternative energy e.g briquette stoves etc

vi. Rural Housing Programme

- Mobilize rural community dwellers to improve the quality, durability and aesthetic values of their housing facilities such as toilet and drainage system, roofing, etc

vii. Strengthen Engineering Service Units of the Ministry of Rural Development and Extension Service to provide technical backstopping for fast tracking rural development project execution, supervision, monitoring, evaluation and progress review.

6. Business Development

- High yielding technology transfer on Agro-based Enterprises e.g Cocoa Hand Pollination, Cassava Sets, Yam Sette production, Accelerated Rice Production, Queen Bee and honey production, sericulture, Vegetables like Cucumber, water melon etc.
- Entrepreneurial/Cottage Industrial Development

7. Skill Acquisition

- Mapping and Reactivate skill acquisition centres for relevant vocations in all LGAs
- Reactivate skill acquisition training
- Establish Income Generating Activities at each Skill Acquisition Centre
- Support the trainees with modest monthly stipends to facilitate success.
- Organize resettlement scheme for the graduands and form them into Cooperative Societies for easy access to loans and grants
- Strengthen the capacity of existing Artisans through apprenticeship scheme in collaboration with well-established training/vocational institutions (Private and Public) in each of the LGAs with a view to attaching trainees with them

8. Rural Cooperative Service Development

- Conduct formal and informal education on rural cooperative services for dwellers to boost cooperative understanding and membership
- Promote youth cooperatives for succession planning

- Revive and support Ondo State Cooperative Financing/Investment Agency to discharge its statutory function
- Encourage cooperatives patronize relevant insurance organization
- Amendment of cooperatives laws, regulations and society bye laws
- Revive the State Cooperative College
- Upgrade the State Cooperative College to Diploma Awarding Institution

9. Community Extension Service Development

- Promote Integrated community extension services covering agriculture, education, health, cooperative and sociological issues.

10. Coordination of Rural Development Programme

- Establishment of Ondo State Rural Development Coordinating Council to be headed by the Governor, membership to include Deputy Governor, SSG, Heads of relevant MDAs, LGA Chairmen, Development Partners, Chairman Council of Obas in each LGA.
- Establishment of Ondo State Rural Development Coordinating Assembly composed of all Stakeholders
- Development of Local Government Medium Term Fiscal Framework(MTFF), Fiscal Strategy Policy(FSP) based on Community Participatory Needs Assessment and development of Medium Term Expenditure Framework (MTEF) for integrated rural development programme implementation
- Establish Joint Development Committee Monthly meetings of LGA Chief Community Development Officer with Community Change Facilitators, Change Vanguard for Experience Sharing, Twinning, Mentoring etc
- Organize monthly meetings of LGA Head of Community Development
- Quarterly meetings of Ondo State Rural Development Coordinating Council
- Annual Congress of Ondo State Rural Development Coordinating Assembly

11. Monitoring, Evaluation

- a. Undertake Joint Monitoring visits to project sites
- b. Submission of Monthly, Quarterly, Annual, Mid-Term and Terminal Reports
- c. Mid Term and Terminal Review

SECTION 6 YEAR 2018

1. Advocacy and Social Mobilization

- Carrying out adequate advocacy and public enlightenment campaigns on:
 - Rural Infrastructural Development Programmes
 - Rural Business Opportunities and Capacity Enhancement
 - Sensitization and Registration of Cooperative Societies and Unions
 - Rural Extension Services
- Selection of 180 Additional Communities for Rural Development Programmes
- Value – Reorientation Campaign to internalize Programme of Change among rural dwellers
- Enacting Bill Boards with focused messages to rural dwellers

2. Capacity Building

- Training/Retrain 207 Extension Workers/Vanguards comprising
- Selection and enrollment of Four (4) Community Change Facilitators of 2 males and 2 females from each community
- Train/Retrain Community Change Facilitators
- Strengthen the capacity of existing Artisans through apprenticeship scheme in collaboration with well-established training/vocational institutions (Private and Public) in each of the LGAs
- Organize Training/Workshops to strengthen Local Institutions such as CDAs, CDCs, CBOs, FBOs, NGOs, Opinion Leaders etc
 - a. Conduct Entrepreneurship Empowerment Training/Workshops
 - b. Training of Trainers on High Yielding Technology Transfer such as Cocoa Hand pollination, Plantain Sucker Multiplication etc
 - c. Retraining of Trainers for Skill Acquisition Centres
 - d. Training of Co-operators and Cooperative workers
 - e. Training of farmers and Artisanal groups on post-harvest technology to enhance rural jobs creation

3. Baseline Surveys

- Conduct Community Needs Assessment Surveys in all the rural areas of Ondo State.

4. Rural Infrastructural Development

- i. Rural Access and Mobility Programme (RAMP)
 - Rehabilitation, bulldozing and Grading of additional 100Km Roads
 - Construction of Culverts, Bridges and Drainages
 - Adequate Maintenance of Rural Roads
- ii. Rural Water Supply Programme
 - Take inventory of boreholes and hand pumps in the State to ascertain their state of functionality and usability with a view to incorporating their reactivation into rural water programme with each Local Government.
 - Reactivate and reticulate Owena Dam to meet water needs in the Central Senatorial District of the State and reactivate and reticulate of Egbe, Ose and Awara Dams for communities in Northern Senatorial District of the State.
 - Reactivate and Reticulate existing water works in Southern Senatorial District and commission a body of experts to recommend viable and sustainable water supply for the District.
 - a. Rehabilitation of additional 10 existing boreholes in each LGA
 - b. Construct 5 Functional
 - c. Boreholes per LGAs
- iii. Rural Health Care Development
 - Rehabilitate, Equip and Staff ALL the Basic Health Centres in Ondo State
 - Incorporate staff quarter provision to health facilities
- iv. Improvement of Rural Educational Infrastructural Facilities (Basic & Vocational)

- Rehabilitation of all Primary and Secondary School in the LGAs
 - Adequate staffing of all Primary Schools in the LGAs
 - Provision of Staff Quarters in all Schools
 - Provide access to Education for all school age pupils within a 5mins walk from his/her residence
 - Provide One - meal per day for primary school pupils in rural areas
 - Reintroduce practical agriculture to schools in rural areas
 - Rural Energy Programme
 - Linking rural communities with national grid
 - Promote use of alternative energy e.g briquette stoves etc
 - Rural Housing Programme
 - Mobilize rural community dwellers to improve the quality, durability and aesthetic values of their housing facilities such as toilet, drainage system, roofing, etc
- v. Engineering Service Units of the Ministry of Rural Development and Extension Service to provide technical backstopping for fast tracking rural development project execution, supervision, monitoring, evaluation and progress review.

5. Business Development

- High yielding technology transfer on Agro-based Enterprises e.g Accelerated Rice Production, Cocoa Hand Pollination, Cassava Sets ,Yam Sette production, Queen Bee and honey production, sericulture, Vegetables like Cucumber, water melon etc.
- Entrepreneurial/Cottage Industrial Development

6. Skill Acquisition

- Reactivate skill acquisition centres for relevant vocations in all LGAs
- Establish Income Generating Activities at each Skill Acquisition Centre
- Support the trainees with modest monthly stipends to facilitate success.
- Organize Skill Acquisition Training

- Organize resettlement scheme for the graduands and form them into Cooperative Societies for easy access to loans and grants
- Strengthen the capacity of existing Artisans through apprenticeship scheme in collaboration with well-established training/vocational institutions (Private and Public) in each of the LGAs with a view to attaching trainees with them

7. Rural Cooperative Service Development

- Conduct formal and informal education on rural cooperative services for Rural dwellers to boost cooperative understanding and membership
- Promote youth cooperatives for succession planning
- Revive and support Ondo State Cooperative Financing/Investment Agency to discharge its statutory function
- Encourage cooperatives to patronize relevant insurance organization
- Review of cooperatives laws, regulations and society bye laws
- Upgrade the State Cooperative College to Diploma Awarding Institution

8. Community Extension Service Development

- Promote Integrated community extension services covering agriculture, education, health, cooperative and sociological issues

9. Coordination of Rural Development Programme

- Review Local Government Medium Term Fiscal Framework(MTFF) , Fiscal Strategy Policy(FSP) based on Community Participatory Needs Assessment and development of Medium Term Expenditure Framework (MTEF) for integrated rural development programme implementation
- Review Joint Development Committee(JDC) Activities.

10. Monitoring and Evaluation

- Submission of Monthly, Quarterly, and Annual I Reports
- Monthly meetings of LGA Chief Community Development Officer with Community Change Facilitators, Change Vanguard for Experience Sharing, Twinning, Mentoring etc

-
- Quarterly meetings of Ondo State Rural Development Coordinating Council
 - Annual Congress of Ondo State Rural Development Coordinating Assembly

SECTION 7 YEAR 2019

1. Advocacy and Social Mobilization

- a. Carrying out adequate advocacy and public enlightenment campaigns on:
 - Rural Infrastructural Development Programmes
 - Rural Business Opportunities and Capacity Enhancement
 - Sensitization and Registration of Cooperative Societies and Unions
 - Rural Extension Services
- b. Selection of additional 180 Communities for Rural Development Programmes
- c. Value – Reorientation Campaign to internalize Programme of Change among rural dwellers
- d. Enacting Bill Boards with focused messages to rural dwellers

2. Capacity Building

- Training/Retrain 207 Extension Workers/Vanguards comprising
 - Selection and enrollment of Four (4) Community Change Facilitators of 2 males and 2 females from each community
 - Train/Retrain Community Change Facilitators
 - Strengthen the capacity of existing Artisans through apprenticeship scheme in collaboration with well-established training/vocational institutions (Private and Public) in each of the LGAs
 - Organize Training/Workshops to strengthen Local Institutions such as CDAs, CDCs, CBOs, FBOs, NGOs, Opinion Leaders etc
 - Conduct Entrepreneurship Empowerment Training/Workshops
- a. Training of Trainers on High Yielding Technology Transfer such as Cocoa Hand pollination, Plantain Sucker Multiplication etc
 - b. Retraining of Trainers for Skill Acquisition Centres
 - c. Training of farmers and Artisanal groups on post-harvest technology to enhance rural jobs creation

3. Rural Infrastructural Development

- i. Rural Access and Mobility Programme (RAMP)

- Rehabilitation, bulldozing and Grading of additional 100Km Roads
- Construction of Culverts, Bridges and Drainages
- Adequate Maintenance of Rural Roads

ii. Rural Water Supply Programme

- Take inventory of boreholes and hand pumps in the State to ascertain their state of functionality and usability with a view to incorporating their reactivation into rural water programme with each Local Government.
- Reactivate and reticulate Owena Dam to meet water needs in the Central Senatorial District of the State and reactivate and reticulate of Egbe, Ose and Awara Dams for communities in Northern Senatorial District of the State.
- Reactivate and Reticulate existing water works in Southern Senatorial District and commission a body of experts to recommend viable and sustainable water supply for the District.
- Rehabilitation of additional 10 existing boreholes in each LGA
- Construct 5 Functional Boreholes per LGAs

iii. Rural Health Care Development

- Rehabilitate, Equip and Staff ALL the Basic Health Centres in Ondo State
- Incorporate staff quarter provision to health facilities
- Improvement of Rural Educational Infrastructural Facilities (Basic & Vocational)
- Rehabilitation of all Primary and Secondary School in the LGAs
- Adequate staffing of all Primary Schools in the LGAs
 - a. Provision of Staff Quarters in all Schools
 - b. Provide access to Education for all school age pupils within a 5mins walk from his/her residence
 - c. Provide One - meal per day for primary school pupils in rural areas
 - d. Reintroduce practical agriculture to schools in rural areas

iv. Rural Energy Programme

- Linking rural communities with national grid
- Promote use of alternative energy e.g briquette stoves etc

v. Rural Housing Programme

- Mobilize rural community dwellers to improve the quality, durability and aesthetic values of their housing facilities such as toilet, drainage system, roofing, etc
- Engineering Service Units of the Ministry of Rural Development and Extension Service to provide technical backstopping for fast tracking rural development project execution, supervision, monitoring, evaluation and progress review.
- Achieving integrated development in the 90 pilot communities

4. Business Development

- High yielding technology transfer on Agro-based Enterprises e.g Accelerated Rice Production, Cocoa Hand Pollination, Cassava Sets, Yam Sette production, Queen Bee and honey production, sericulture, Vegetables like Cucumber, water melon etc.
- Entrepreneurial/Cottage Industrial Development

5. Skill Acquisition

- Promote Income Generating Activities at each Skill Acquisition Centre
 - Support the trainees with modest monthly stipends to facilitate success.
- a. Organize Skill Acquisition Training
 - b. Organize resettlement scheme for the graduands and form them into Cooperative Societies for easy access to loans and grants
 - c. Strengthen the capacity of existing Artisans through apprenticeship scheme in collaboration with well-established training/vocational institutions (Private and Public) in each of the LGAs with a view to attaching trainees with them

6. Rural Cooperative Service Development

- Conduct formal and informal education on rural cooperative services for Rural dwellers to boost cooperative understanding and membership
- Promote youth cooperatives for succession planning
- Support Ondo State Cooperative Financing/Investment Agency to discharge its statutory function
- Encourage cooperatives to patronize relevant insurance organization

7. Community Extension Service Development

- Promote Integrated community extension services covering agriculture, education, health, cooperative and sociological issues

8. Coordination of Rural Development Programme

- Review Local Government Medium Term Fiscal Framework(MTFF) , Fiscal Strategy Policy(FSP) based on Community Participatory Needs Assessment and development of Medium Term Expenditure Framework (MTEF) for integrated rural development programme implementation
- Review JDC Activities

9. Monitoring and Evaluation

- Submission of Monthly, Quarterly, and Annual Reports
- Monthly meetings of LGA Chief Community Development Officer with Community Change Facilitators, Change Vanguard for Experience Sharing, Twinning, Mentoring etc
- Quarterly meetings of Ondo State Rural Development Coordinating Council
- Annual Congress of Ondo State Rural Development Coordinating Assembly
- Mid Term Review

SECTION 8 YEAR 2020

1. Advocacy and Social Mobilization

- a. Carrying out adequate advocacy and public enlightenment campaigns on:
 - Rural Infrastructural Development Programmes
 - Rural Business Opportunities and Capacity Enhancement
 - Sensitization and Registration of Cooperative Societies and Unions
 - Rural Extension Services
- b. Selection of additional 180 Communities for Rural Development Programmes
- c. Value – Reorientation Campaign to internalize Programme of Change among rural dwellers
- d. Enacting Bill Boards with focused messages to rural dwellers

2. Capacity Building

- Training/Retraining 207 Extension Workers/Vanguards comprising
 - Selection and enrollment of Four (4) Community Change Facilitators of 2 males and 2 females from each community
 - Train/Retrain Community Change Facilitators
 - Strengthen the capacity of existing Artisans through apprenticeship scheme in collaboration with well-established training/vocational institutions (Private and Public) in each of the LGAs
 - Organize Training/Workshops to strengthen Local Institutions such as CDAs, CDCs, CBOs, FBOs, NGOs, Opinion Leaders etc
 - Conduct Entrepreneurship Empowerment Training/Workshops
- a. Training of Trainers on High Yielding Technology Transfer such as Cocoa Hand pollination, Plantain Sucker Multiplication etc
 - b. Retraining of Trainers for Skill Acquisition Centres
 - c. Training of Co-operators and Cooperative workers
 - d. Training of farmers and Artisanal groups on post-harvest technology to enhance rural jobs creation

3. Rural Infrastructural Development

- Rural Access and Mobility Programme (RAMP)
- Rehabilitation, bulldozing and Grading of additional 100Km Roads
- Construction of Culverts, Bridges and Drainages
- Adequate Maintenance of Rural Roads

4. Rural Water Supply Programme

- Take inventory of boreholes and hand pumps in the State to ascertain their state of functionality and usability with a view to incorporating their reactivation into rural water programme with each Local Government.
- Reactivate and reticulate Owena Dam to meet water needs in the Central Senatorial District of the State and reactivate and reticulate of Egbe, Ose and Awara Dams for communities in Northern Senatorial District of the State.
- Reactivate and Reticulate existing water works in Southern Senatorial District and commission a body of experts to recommend viable and sustainable water supply for the District.
- Rehabilitation of additional 10 existing boreholes in each LGA
- Construct 5 Functional Boreholes per LGAs

5. Rural Health Care Development

- Rehabilitate, Equip and Staff ALL the Basic Health Centres in Ondo State
- Incorporate staff quarter provision to health facilities

6. Improvement of Rural Educational Infrastructural Facilities (Basic & Vocational)

- Rehabilitation of all Primary and Secondary School in the LGAs
- Adequate staffing of all Primary Schools in the LGAs
- Provision of Staff Quarters in all Schools
- Provide access to Education for all school age pupils within a 5mins walk from his/her residence
- Provide One - meal per day for primary school pupils in rural areas
- Reintroduce practical agriculture to schools in rural areas

7. Rural Energy Programme

- Linking rural communities with national grid
- Promote use of alternative energy e.g briquette stoves etc

8. Rural Housing Programme

- Mobilize rural community dwellers to improve the quality, durability and aesthetic values of their housing facilities such as toilet, drainage system, roofing, etc.
- Engineering Service Units of the Ministry of Rural Development and Extension Service to provide technical backstopping for fast tracking rural development project execution, supervision, monitoring, evaluation and progress review.
- Achieving integrated development in 270 communities.

9. Business Development

- High yielding technology transfer on Agro-based Enterprises e.g Accelerated Rice Production, Cocoa Hand Pollination, Cassava Sets ,Yam Sette production, , Queen Bee and honey production, sericulture, Vegetables like Cucumber, water melon etc.
- Entrepreneurial/Cottage Industrial Development

10. Skill Acquisition

- Promote Income Generating Activities at each Skill Acquisition Centre
- Support the trainees with modest monthly stipends to facilitate success.
- Organize Skill Acquisition Training
- Organize resettlement scheme for the graduands and form them into Cooperative Societies for easy access to loans and grants
- Strengthen the capacity of existing Artisans through apprenticeship scheme in collaboration with well-established training/vocational institutions (Private and Public) in each of the LGAs with a view to attaching trainees with them

11. Rural Cooperative Service Development

- Conduct formal and informal education on rural cooperative services for Rural dwellers to boost cooperative understanding and membership

- Promote youth cooperatives for succession planning
- Support Ondo State Cooperative Financing/Investment Agency to discharge its statutory function
- Encourage cooperatives to patronize relevant insurance organization

12. Community Extension Service Development

- Promote Integrated community extension services covering agriculture, education, health, cooperative and sociological issues

13. Coordination of Rural Development Programme

- Review Local Government Medium Term Fiscal Framework(MTFF) , Fiscal Strategy Policy(FSP) based on Community Participatory Needs Assessment and development of Medium Term Expenditure Framework (MTEF) for integrated rural development programme implementation
- Monthly meetings of LGA Head of Community Development Dept. with Community Change Facilitators, Change Vanguarders for Experience Sharing , Twinning, Mentoring etc
- Quarterly meetings of Ondo State Rural Development Coordinating Council
- Annual Congress of Ondo State Rural Development Coordinating Assembly
- Review JDC Activities.

14. Monitoring and Evaluation

- Undertake Joint Monitoring Visits of stakeholders to project sites
- Submission of Monthly, Quarterly, and Annual Reports
- Submit Mid-Term and Terminal Reports.

Appendix

CRITICAL STAKEHOLDERS

- i. Family/Households
- ii. Opinion leaders
- iii. Community Change Champions
- iv. Community Change Vanguard
- v. Community Development Associations
- vi. Cooperative Societies
- vii. Community Based Organizations
- viii. Non-Governmental Organizations
- ix. Faith Based Organizations
- x. Traditional/Religious Leaders
- xi. Local Government Community Officers
- xii. Local Government Legislature
- xiii. Ondo State Ministry of Rural Development and Cooperative Service
- xiv. Line Ministries/Agencies
- xv. OSOPADEC
- xvi. Community and Social Development Agency
- xvii. NDDC
- xviii. DFID
- xix. UNDP
- xx. World Bank
- xxi. Multilateral Relations
- xxii. Other Development Partners.

CULTURE AND TOURISM

SUBMITTED BY
**SUB-COMMITTEE ON
CULTURE AND TOURISM**

Hon. Tola Wewe

Chairman

Mr. Aniyi Aikuirawo Sunday

Secretary

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SECTION 1 EXECUTIVE SUMMARY

On December 29, 2016, the Governor-elect, Mr. Oluwarotimi Akeredolu (SAN) inaugurated a think-tank Committee, named: **Strategic Development and Policy Implementation Committee (SDPIC)**. The Committee devolved into twelve sub-committees of which Culture and Tourism was one. Among other things, the Governor-elect mandated the various Sub-Committees to develop a template of policy ideas and strategy of implementation in a measureable manner. He noted that the various ideas, policies and strategies would form the body of a development policy document which would be known as **Blue Print to Progress**. The document is envisioned to be the guide and compass to the administration in its determination to fast track the development agenda of the State.

For seamless delivery of its mandate, the Culture and Tourism Sub-committee enjoined each member to develop a position paper on how to revamp the sector. Members reviewed previous policy documents, programmes and agendas relevant to the sector. Chief among these documents were the Roadmap to Progress (2003), Vision 2020 (2009) Millennium Development Goal (2010), and Sustainable Development Goals (2015). The Culture and Tourism aspect of the CARING HEART agenda of the out-going administration was also holistically appraised. Beside these, members also interacted with the Ministry of Culture and Tourism and obtained useful documents that assisted in gathering data about the existing festivals, monuments, museums and tourist centres in the State. Some Senior Civil Servants with technocratic competence were interviewed and some sites visited to get firsthand information about the current state of things in this sector; in addition to professional consultation with veteran professionals in the sector.

The Committee found out that the State had always recognized the sector as one with great potentials but has lacked the will, vision and resources to harness the limitless opportunities that abound in the sector for the prosperity of the State. The sector has always been wrongly seen as an entertainment department of the Government mainly to entertain dignitaries during State events. It has never been approached as an industry with the greatest potentials for massive employment and income generation.

The Idanre Hills which is the flagship of tourism activities in the State has remained at a rudimentary stage of development. Modern infrastructures that could catapult the Hills to the club of iconic international tourism hub, have been neglected. The Golf Course,

Hotels and Resorts and the total modernization of the place have not been completed. Similarly, other tourist centers of note with potentials have also been left at their crude stage. There are no functional State amusement parks, Museums, Monuments, Zoos and Botanical Gardens. The Owena Hotels has been left to decay, as nothing has been done to improve its lots; rather, its landed property has been halved and handed to private shopping mall operators to use. At the center of this sorry state of things are poor funding, lack of political will and vision to drive the sector.

Going forward, the new Government is invited to pay a dear attention to the sector. The Government should dualise the road leading to Idanre from Akure and complete the Golf Course and Hotels and Resorts at Idanre Hills. The vision should be widened to include swimming pool, botanical and zoological gardens, art galleries, cinema and cable cars. The Government should create an artificial lake in Akure for waterfront and boating experience. The Government should consider making laws to make School Excursion Tourism mandatory for all students in the State so as to create sustainable local tourist market for the tourist centres. The Government should mandate the state owned institutions of higher learning to start programmes in Creative Arts. Government should create an Arts Village and put in motion the celebration of Sunshine Carnival as the climax of Mare Festival celebration. Many more suggestions are contained in the main report.

The State stands to benefit in job creation, revenue generation, economic diversification and cultural development if these ideas are pursued in earnest. We strongly recommend that these should be done according to the objectives and strategies already highlighted in Strategic Policy Implementation Plan of this report.

Thanks for the privilege to serve in an august Committee like this.

SECTION 2 Constitution of the Sub-Committee on Culture and Tourism**2.1 Membership**

Mr. Tola Wewe	-	Chairman
Mr. Bayo Awala	-	Member
*Mrs. Ronke Ojo Anthony (Oshodi Oke)	-	Member
*Mr. Tade Ogidan	-	Member
*Mr. Wanle Akinboboye	-	Member
Prof. Rapheal Akinfaderin	-	Member
Chief S. E. Magi	-	Member
Mr. Sunday Aikuirawo Aniyi	-	Secretary

*It should be noted that these members did not attend any of the meetings of the Sub-Committee.

CO-OPTED MEMBERS

Mr. Olamiju Chris

Mrs. Dupe Adetuwo

Mrs. Salome Eketunde

Number of Sitzings: 4

SECTION 3 VISION, MISSION AND OBJECTIVES

3.1 Vision Statement

The Culture and Tourism vision of Ondo State is to make the State the preferred destination for tourists from across the world.

3.2 Mission:

- To work towards making Ondo State the hub of tourism in Nigeria.
- To take Ondo State Culture to the World as a commodity of International trade.
- To develop and maintain World class tourist centers in the State.
- To launch Ondo State into a tourism haven and create economic prosperity.

3.3 General Policy Objectives

The policy objectives for the Culture and Tourism sector in Ondo State should be:

- i. To harness the cultural diversity and heritage of the State for the socio-economic development of the State.
- ii. To use Arts, Culture and Tourism as means of diversifying the financial sources of the State.
- iii. To accelerate the tourism development of the State through technological deployment and environmental aesthetics.
- iv. To use Culture/Arts to promote noble behaviors, social cohesion and good conducts among the populace.
- v. To inculcate the culture of holiday and vacation among the populace from the young age.
- vi. To promote tourism as an area of business/investment opportunity for the private sector through provision of conducive business tourism.
- vii. To use Culture and Tourism to create wealth, generate employment, develop critical skills in arts and empower the youths for self-reliance.
- viii. To preserve, present and document the State's cultural heritage and tourism endowments.

- ix. To evolve a unique Culture and Tourism identity which reflects local African identity and attracts global patronage.
- x. To undertake programmes on Cultural revival and Tourism development through series of promotional and marketing strategies.
- xi. To stimulate cultural activities as an expression of identity.
- xii. To ensure greater access and participation for all and everyone in cultural life.
- xiii. To encourage the flowering of creativity both in governance, arts and culture.
- xiv. To strengthen cultural exchanges and cooperation.
- xv. To use culture to mobilize and motivate the people by disseminating and propagating ideas which promote pride, solidarity and consciousness.
- xvi. To promote creativity in arts, science and technology.
- xvii. To ensure the continuity of traditional skills and sports and their progressive updating to serve modern developmental needs.

3.4 Previous Policy Developments and Achievements.

Government in the recent past had undertaken appraisals of programmes and policies in Culture and Tourism. The Olusegun Agagu Administration highlighted the important steps to take to develop and revitalize the sector in a policy document called Roadmap to Progress in 2003. The summary of the policy document was to undertake a broad development view in the sector by committing funds to the aggressive development of certain tourist centers in the State.

To actualize this objective, Government started the expansion of the Idanre Hills and the construction of a standard Golf Course and a Hotel & Resorts at the site. Budgetary provisions were made for this, but poor capital releases greatly hampered the progress of the projects. The Golf Course and the Hotels & Resorts were only about 35% completed when the administration was sacked by the Court. Unfortunately, the projects have since been abandoned. The administration was also credited for the remodeling of the Adegbelemile Cultural Centre and modernization of the Ondo State Cultural Troupe which came first in the Dance Competition at the National Festival of Arts & Culture in 2012. The cultural troupe has also participated in international cultural exchange programmes since then,

because it has a Pan-Nigeria competence to perform any dance step found among the major ethnic groups in Nigeria.

In 2009, the Olusegun Mimiko's administration also commissioned a think-tank to develop policy actions (Vision20:2020) for the different sectors of the State. The Culture and Tourism sub-sector of the policy think-tank also set agenda for the administration on how to reposition the sector. Many of the policy actions suggested remained unimplemented. However, the administration has undertaken a significant step in the redevelopment and marketing of Idanre Hills through the promotion of the Mare Mountain Climbing Competition and Mare Festival. This has now joined the national calendar of important cultural festivals. The administration has also built a gigantic edifice- International Event Centre (The Dome), which has a Cinema Room, Arts Gallery/ Exhibition/Museum and a Theatre. Unfortunately, the projects are yet to be fully completed. The Government also toyed with the idea of medical tourism through the strategic concentration of some medical facilities in Ondo with the aim of making the town a place of choice for national and international patients who might be in need of certain Medical cares.

There have been other policy development efforts in this sector, all aimed at making it a major source of revenue and employment generation for the State. Such policy efforts include: Ondo State Economic Empowerment Development Scheme ONSEEDS, CARING HEART, Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs).

3.5 Challenges militating against Culture/Tourism Development in Ondo State.

- i. Poor budgetary provision and capital releases.
- ii. Poor infrastructure, such as lack of good roads, transport system, power and water supply.
- iii. Wrong perception of Culture and Tourism as just a Performing Arts Ministry
- iv. Cultural taboo/religious beliefs.
- v. Lack of private sector participation.
- vi. Lack of strong policy actions and political will.
- vii. Poor attitude to tourism and holidaying practice by the public.
- viii. Lack of marketing drive and commitment by the staff of the Ministry.

- ix. Lack of intra-Governmental action plans to synergise activities aimed at driving tourism-especially among Ministries of Works, Environment, Sport, Education, and the Culture/Tourism.
- x. Inconsistencies in government policy direction on Arts and Tourism.
- xi. Litany of uncompleted projects.
- xii. Lack of policy and legal framework to regulate the Culture and Tourism industry in the State.
- xiii. Security concerns.

SECTION 4 **ARTS AND CULTURE AS TREASURES OF THE STATE**

4.1 Monuments and Museums

Monuments

Monuments are structures that have historical significance and are created to commemorate important persons or events which are epochal to the history of people. These include old city walls and gates, sites, palaces, shrines, public buildings, private buildings of historical significance and monumental sculptures of warriors or some important personalities. Monuments where portraits of important Obas in Ondo State, dressed in splendorous peculiar regalia can be seen and appreciated. It should house ancient paraphernalia of office in the ancient time, and memorabilia of war, peace, ceremonial occasions, worship, medicine, and magic, among others.

Museums

Museums institutions that care for, (conserve) a collection of artefacts and other objects of artistic, cultural, historical or scientific importance. Museums serve to remind us of our past achievements and point us the way forward. They serve to inspire the present generation. The State should therefore, strive to establish museums in designated places or even create mobile or moveable museums, and help the people to understand their import and relevance.

Some notable Monuments and Museums in Ondo State:

- i. National Museums of Antiquities, Owo.
- ii. Deji's Ancient Palace with 16 unique courtyards architecture, Akure.
- iii. Ruins of Ancient Idogun Settlement, Idogun.

4.2 Festivals

Festivals are periodic celebrations marking significant events in the life of the community. These are many in Ondo State. For the purpose of tourism, a window of seven days of festival can be created in the three senatorial districts, one dovetailing into the other. The idea is to take tourists from one level of experience to the other, so that in those seven days, he will have a memorable cultural experience of the people. No festival event should be repeated once it has been experienced in one location.

Some Traditional Festivals

- Ogun Festival- Ondo, Akure, Ile-Oluji, Okitipupa
- Egungun Festival- Akure, Okeigbo, Ondo, Oka-Akoko
- Obitun Bridal Ceremony – Ondo
- Odun Oba, Ondo.
- Igogo – Owo and Idoani
- Arigunija – Ikare-Akoko
- Orosun – Idanre
- Obaloro – Ifon
- Iro – Owo, Ifon, Uso and Oke-Agbe
- Ajagbo – Irun-Akoko
- Okute – Okitipupa
- Ore – Irele, Akotogbo
- Edi – Okeigbo
- Malokun – Ugbo, Irele
- Olofin – Ijare and Ile-Oluji
- Odun Ina – Ikakumo, Irese, Ita-Ogbolu
- Boat Regatta – Ugbo, Arogbo, Mahin, Ukparama and Igbekebo
- Ije – Ancient Idanre Settlement
- Sibi – Akure
- Alumo – Erinje.
- Adigiden – Arogbo
- Buabo – Igbobini
- Iwo – Ilutuntun, Ikoya and Igbotako.

SECTION 5 POLICY ACTIONS TO REPOSITION CULTURE&TOURISM**5.1 Arts Development****Arts**

Arts is the home ground of all creative endeavors. Apart from encouraging the establishment of strong professional associations for each cadre, government must promote and encourage the establishment of clubs for writers, visual artists, filmmakers, dramatists, poets etc.

Literature

Although this is mainly a written art form, but it could be expanded to include oral tradition, folklore, poetry, etc. and must be given space to flourish through performances on stage and City/Village squares. The Government, therefore, must take a census of these activities and seek to popularize them by having them performed either in indigenous or English depending on the audience. The secret to having an engaging art forum is not to abandon it to its pristine nature but to tinker with its structure in line with tastes. Care must be taken not to bastardize it through such tinkering.

Performing Arts

They include stage craft, music, dance and drama on film, video and audio discs. These should be preserved, promoted and encouraged to grow progressively. The State should see to the establishment of amphi-theatres in the three Senatorial Districts. In addition, Government should create Village squares where performances can take place. The Cultural troupe should be made more functional and responsive to public needs beyond being used to entertain the Governor during State events.

Fine Arts

The preservation and presentation of our relics and antiquities in wood, fabric, stone, metal, bone, clay, ivory, as well as rocks, walls and in sacred shrines, is the responsibility of the State Government. To this end, the State should do a survey of such antiquities on a continuous basis. The State must commission scenic artists, sculptors etc. to create designs on hills, mountains, public squares as well as our walls.

Crafts

Crafts are invaluable heritage art form which constitutes tangible part of our history and contemporary culture. The State should recognize their roles and provide resources for their continuance, preservation and presentation.

Cinema

Cinema is where filmmakers showcase films after they are made. The night economy globally begins with cinema visits, then follows clubbing, casino and other night activities. Cinema, essentially involves real estate. The trend these days, is towards erection of multiplexes but this may not be right for rural cinema. Multiplexes are favoured for urban centers while sub-urban areas will be served with Community Cinema. The State should either provide enabling environment for businessmen or Government should take the responsibilities for the construction of cinema houses all across the State and give them to private operators. In Urban centers two to three story multiplexes could be encouraged. The topmost floor should contain three or four cinema halls. The middle floor could be eateries and shops. The ground floor could be for cultural performances, including theatres, poetry and other in-door performances. A section of the ground floor could be designated Boys and Girls Club Centers for the training and development of the youth. Watching film at the cinema is an important programme in the itinerary of the tourists. Apart from the monetary benefit, the State will be rewarded with facilities for easy dissemination of information.

5.1.1 Strategic Policy Actions

The main objective of this policy action will be to drive arts development generally, for cultural expression, sustainable economic development and employment generation. To attain the objectives, the following actions must be strategically pursued in the short, medium and long terms;

- i. Establishment of arts/cultural village for creative and visual artists.
- ii. Establishment of Department of Creative Arts in the State owned institutions of higher learning; or, in the alternative, create a mono-technic Institute of Creative Arts in the State.
- iii. Promotion of competitions, exhibition, performance and allied programmes in Schools.

- iv. Establishment/promotion of modern Arts Gallery within the ministry of Culture/Tourism or its extensions in the International Events Centre (The Dome).
- v. Promotion of talent hunt activities in the different areas of creative and performing arts.
- vi. Promotion of the cinema/theatre arm of the International Event Centre for the full realization of its economic benefit.
- vii. Aggressive promotion of local arts/artists/artistes
- viii. Pursuit of local content policy and promotion of art works made by local artists by making it mandatory for all Government buildings to adorn their structures with local art works.
- ix. Encourage all hotels and guest houses to patronize local art works/craftworks made in the State.
- x. Establish a music café for training interested people in musical instruments on regular and part-time basis.
- xi. Establish State Arts Council to promote arts development in the state
- xii. Aggressively pursue public-private sector participation in the establishment and running of cinema multiplexes.
- xiii. Establish monuments and museums in strategic places in the State.

5.2 Tourism Development

Tourism is one of the fastest growing industries in the world economy. It employs about 70% of the world's labour force and contributes 60% of Gross Domestic Product (GDP) in most countries, whereas it only contributes a paltry 1.5% to the national GDP of Nigeria. According to the World Tourism Organization (WTO), one of the most valuable characteristics of the tourism industry is that, while it has grown in number, it has also grown in a variety of destinations. The WTO also stated that tourism supports about 200 million jobs directly world-wide, which represents 8% of total employment. Tourism generates about 12% of the world's GDP, and also generates 6 million new jobs per year.

Tourism is now regarded as the world's largest business organization with a turnover of an average of USD 4 billion per day. Africa's potential in the tourism industry is enormous. The potential is fairly evenly distributed throughout the continent and the countries which have performed best are the ones that have

developed their infrastructure (hotels and means of communication) and the necessary commercial facilities (tourist offices).

5.2.1 Tourism Services and Opportunities:

Tourism thrives on the following products; without which you cannot be said to have started on the road to virile money spinning tourism industry: Accommodation services for visitors.

- Food and beverages serving services.
- Railway passenger transport services.
- Road passenger transport services.
- Water passenger transport services.
- All passenger transport services, well developed.
- Transport equipment rental services.
- Travel Agents other than reservation services.
- Cultural services
- Sports and recreational services.
- Country- specific tourism characteristic goods.
- Country-specific tourism characteristic services.

- **Some Tourist Centers in Ondo State includes: Idanre Hills and the Ancient City, Idanre**
- Alagbaka Amusement Park, Akure
- Igbo Olodumare and its Legendary Elements, Okeigbo
- Iho Eleeru (Cave of Ashes), Isarun.
- Ebomi Lake, Ipesi-Akoko.
- Ondo State Waterfront/Beaches
- Ojomerin Water Fall, Oka-Akoko.
- Olokola Free Trade Zone.
- Ifon Games Reserve, Ifon.
- Ave Maria, Oka-Akoko.
- Igbatoro International Golf Course Cultural Village, Akure.
- Petroglyphs, Igbara-Oke and Idanre.
- Oyemekun Rocks, Akure.

- Victory Garden, Akure.
- Oho Hill, Epinmi-Akoko.
- Ondo State Afforestation Project, Epemakinde.

5.2.2 Strategic Policy Actions

The main objective of the State's tourism agenda is generally aimed at making tourism a major money earner for the State in its quest to become self-independent and sufficient. The sector is also a veritable instrument of propagating the natural endowments of the State and thus, promoting its potentials for economic development. To achieve these, the follow policy actions should be undertaken.

- i. Classify, redesign and remodel the various tourist centres for different type and taste of tourists.
- ii. Develop the State's tourist centres into world class tourist destinations through aesthetic design and beautification.
- iii. Develop road and other complementary infrastructure that can enhance the tourism potentials of the State.
- iv. Develop a strategic programme to promote School Tourism Excursion among School pupils/students from primary to tertiary institutions of learning.
- v. Encourage senior government officials, so as to serve as a catalyst to the expected massive and aggressive promotion of vacation/holidaying culture as a strategy to trigger the tourism revolution of the State.
- vi. Develop a strategy to generate income through social events which is a major area through which the people of the State unwind.
- vii. Re-evaluate hotel registration and classification to include the public/drink houses that are springing up in the State.
- viii. Develop relaxation corridor in the urban centres for easy control and security concerns.
- ix. Embark on State carnival to be tagged: "Sunshine Carnival" which should be held around Christmas festive period.
- x. Pursue a cooperative tourism marketing strategy among the Oodua State.
- xi. Establish tourism offices in each of the LGA to serve as tour guides and contact persons for tourists.

- xii.** Develop the potentials of Apaka / Kiribo Lagoon in Ese-Odo LGA to a tourist destination.
- xiii.** Resuscitate Owena Hotel to serve as the symbol and flagship of hospitality in the State.
- xiv.** Establish modern tourist centers such as State Arch, State Park, Children Amusement Park and State Galleria.
- xv.** Establish a Zoological Garden on the parcel of land called Alagbaka Pleasure Garden: ‘Omi-Eja’, Akure.
- xvi.** Request and convert Adekunle Ajasin House as State Monument and Museum.
- xvii.** The vision of making the State the destination for medical tourism should be pursued as it provides an avenue for specialised tourism and unique selling point.
- xviii.** Produce tourist map, landmarks, direction post and house numbering.

5.3 Policy Action on Special Tourist sites

Idanre Cultural Landscape

- i. Complete the Hotels and Resorts and the Golf Course at the tourist site which are both at about 35%-40% completion level.
- ii. Dualise the road from Akure to Idanre and create complementary tourist infrastructure around Adofure where a massive number of religious pilgrims visits on daily basis.
- iii. Pursue with greater vigor the enlistment of Idanre Hills as a World Heritage Site.
- iv. Develop diversified tourism activities around the Hills to include Games Reserve, Helipad, Swimming Pools, Arts Gallery, Cinema House and Cable Cars, Tennis Courts and other indoor games.

Ondo State Water Fronts/Beaches.

- i. Secure, design and develop an expanse of the coastline for tourism landscaping and development.
- ii. Develop other complementary infrastructure so as to make the coastline accessible and attractive.

- iii. Engage private developers to build, operate and transfer a tourist estate on the coastline. This type of exquisite tourist estate is needed to stop the oil workers who go back to Lagos after the day's work because of lack of befitting housing infrastructure.
- iv. Consciously model the beach as an international leisure and holiday destination.

Ebomi Lake Ipesi

- i. Develop the road and environmental infrastructure around the Lake.
- ii. Build chalets, Meeting rooms, Sport facilities and canteens at the site
- iii. Designate the lake as a major education tourism excursion Centre.
- iv. Encourage governments at both State & Local Government as well as town clubs/associations to use the place as meeting, workshop and Amusement Park.
- v. Encourage the community to resuscitate the festival attached to the Lake.

Akure City Lake

- i. Create an artificial lake/waterfront in the State capital, Akure. Water front where people can have leisure and relaxation is now a necessary feature of the modern city. By design, the lake could be about 2 square kilometers for the purpose of boating and recreation. The waterfront has the potential to attract a lot of local, national and international tourists. This will create employment and generate revenue for the State.
- ii. Survey and acquire the land needed to actualize the project.
- iii. Invite private participation in the development of the project.
- iv. Embark on aggressive marketing of the site to get the buy-in and support of the stakeholders.
- v. Set up an inter-ministerial committee to plan and execute the project.

SECTION 6 BENEFITS OF CULTURE AND TOURISM DEVELOPMENT TO THE STATE

There is no doubt that Tourism is a hugely capital intensive endeavor. It is however incontrovertible that it is an industry with high returns on investment. Globally, Tourism is said to be the highest employer of labour and many countries of the world rely on it for their economic survival. For Ondo State and the administration of Oluwarotimi Akeredolu, the following are immediate and long term benefits to the State, which underscore the importance of the sector to the overall socio-economic development and the campaign promises of the Governor and his Party:

- i.** Income generation to the State
- ii.** Employment creation for the Youth, hence, helping to fulfill a major campaign promise of the Governor.
- iii.** It has potential to greatly contribute to State's GDP and bring about inclusive growth.
- iv.** Tourism flourishes on solid infrastructure. Therefore, Tourism development is a wise economic decision to drive infrastructural development.
- v.** The sector will give the State, National and International visibility that is needed to attract investment to the State.
- vi.** With world class Culture and Tourism infrastructure in place, the State will become a destination of choice for hosting National and regional events.
- vii.** The best and fastest strategy of creating night economy is the massive development of tourism.
- viii.** Harmonized, integrated and synchronized cultures and festivals in the State will bring about a cohesive people who are easily mobilized for political and socio-economic development.
- ix.** Promotion of cultural activities will bring about a people with originality in thinking about development as a result of their confidence and pride in their own.
- x.** The administration will go down in history as the one that successfully prospered the State through the diversification of its revenue through Culture and Tourism development.

SECTION 7 CONCLUSION

The potentials and opportunities derivable in Culture and Tourism development cannot be over-estimated, as it is a sector that some economies rely upon for their National survival. It is our view that if the Government can show a steel courage to aggressively invest in the critical infrastructures that are needed to drive the growth of this sector, the State stands to gain tremendously in both revenue generation and job creation, as well as create a platform for regenerative infrastructure development.

Finally, the Government is invited to develop a philosophical ideology that appreciates Culture and Tourism development as an economic sector or in fact, an Industry with limitless opportunities. Investment in this sector should not be seen as an elite thing but as an economic development strategy. We are doubly convinced that if the recommendations contained in this report and the policy action implementation strategy are faithfully implemented, the administration will have written its name in the prime page of the history of Ondo State.

Table 1: **POLICY ACTION AND IMPLEMENTATION STRATEGY**

S/No	POLICY ACTIONS	POLICY OBJECTIVES	BENEFITS	STRATEGIES	TIMELINE	CHALLENGES
1.	Establishment of Arts Village	<p>To train and promote the different trades and craftsmen.</p> <p>To train Youths in the field of acting, directing, film shooting, editing, costumes, etc.</p> <p>To provide access to pool facilities</p> <p>To serve as where art works can be accessed by patrons and tourists</p> <p>Promote local talents in arts and creativity</p>	<p>Attract film makers to the State.</p> <p>Generate revenue to the State.</p> <p>Wealth and job creation</p> <p>Promote entertainment and Culture industries.</p>	<p>Get an appropriate location.</p> <p>Get the buy-in of stakeholders</p> <p>Register craftsmen and women and other arts workers.</p> <p>Design and construct the village.</p> <p>By policy, encourage all Governments buildings and hotels to acquire locally made Art works</p>	1-2 years	<p>Funding</p> <p>Bureaucratic bottlenecks</p> <p>Location</p> <p>Lack of enthusiasm among artists</p>
2.	Establish Department of Creative Arts in the Higher Institutions of Learning in the State	<p>To train quality hands that can utilize locally sourced materials to create art work for the global markets</p> <p>To develop skills in Arts.</p> <p>To develop future scholars in the of field Arts.</p>	<p>Discovery of budding talents</p> <p>Diversification of admission opportunities for higher education seekers.</p> <p>Development of future scholars and experts in the field Creative Arts.</p> <p>Creation of employment.</p>	<p>Give a mandate to the management of Adekunle Ajasin University, Akungba-Akoko and Rufus Giwa Polytechnic, Owo to start programmes in Creative Arts</p>	0-1 year	<p>Facilities.</p> <p>Recruitment of quality hands.</p> <p>Processes of getting</p> <p>NUC approval.</p> <p>Funding.</p>

S/No	POLICY ACTIONS	POLICY OBJECTIVES	BENEFITS	STRATEGIES	TIMELINE	CHALLENGES
3.	Cultural Research and Documentation.	<p>To research into the cultural heritage of the peoples of the State.</p> <p>Generate data on places and sites and how to develop their potentials.</p> <p>Research into, and document ancient music, dance, folktales, dressings and systems.</p> <p>Generate and publish information about the culture and tourism opportunities in the State, etc</p>	<p>It will provide needed information to policy makers</p> <p>Make the cultural and tourist information of the State available to the World.</p> <p>Help in planning and execution of government programme and policies.</p>	<p>Create or reinvigorate research and documentation desk in the Ministry.</p> <p>Fund its activities.</p> <p>Publish its works in hard and soft copy.</p> <p>Serve as the intellectual bulwark for the ministry.</p>	0-6months	<p>Resource persons</p> <p>Logistic vehicles</p> <p>Office accommodation</p> <p>Enthusiasm of staff of the Ministry and Government.</p>
4.	Embark on the Promotion of Yoruba Language and Culture.	<p>Promote the cultural values of the people</p> <p>Use culture as a vehicle of social harmony and communal development</p>	<p>Culturally conscious and proud citizenry</p> <p>Leveraging on cultural architecture to mobilize the society for development</p>	<p>Using the mass media to promote culture</p> <p>Modelling through the political leaders</p> <p>Policy support declaration.</p>	0-6months	<p>Attitude of stakeholders</p> <p>Vanishing faultless indigenous language speakers</p>
5.	Ondo State Festival of Culture.	<p>To create a platform for competition.</p> <p>To hunt for talents in crafts and performance.</p> <p>To serve as tourist attraction.</p> <p>And to promote Cultural</p>	<p>Bringing the cultural heritage of the people to the limelight.</p> <p>Potential for employment generation.</p> <p>Provides avenue for</p>	<p>Competition in Cultural performances in dance, music acrobatics, etc.</p> <p>Beauty pageant contest and fashion show.</p> <p>Book and food fair.</p>	0-1year	<p>Funding</p> <p>Logistics</p> <p>Sponsorship</p>

S/No	POLICY ACTIONS	POLICY OBJECTIVES	BENEFITS	STRATEGIES	TIMELINE	CHALLENGES
		understanding.	private financing and support. Supports the tourism objectives of the State.	Cultural market. Musical concerts. Boat regatta. Aggressive strategic marketing.		
6.	State Museums, Monuments and Galleries	Build a modern museum properly so called. Acquire ancient relics of technology, power, religion, medicine etc across the State. Build monument parks in strategic places in the State.	Generate income to the state Position the state for national and international tourist destination Provide employment opportunities Develop creative and technological ingenuity of the people.	Acquire and convert Chief Adekunle Ajasin's House to a Museum Give the museums and monuments park maximum marketing exposure. Encourage schools to patronise the places. Acquire royal robes, paraphernalia, memorabilia and archival materials Recruit curators and archivists	1-3 years	Funding Cultural taboo/beliefs Property acquisition

S/No	POLICY ACTIONS	POLICY OBJECTIVES	BENEFITS	STRATEGIES	TIMELINE	CHALLENGES
7.	Idanre Hills Tourist Centre	<p>Make the hills a world class tourist center.</p> <p>Make the hills a major tourist corridor for the State.</p> <p>Increase investment on the hills for income generation.</p> <p>Get the site enlisted as a world heritage center by UNESCO</p> <p>Diversify the tourism attraction of the site for optimal utilization</p>	<p>Major income earner for the State.</p> <p>Give the State National and International visibility.</p> <p>Provide avenue for international assistance and collaboration.</p>	<p>Build a dual carriage road from Akure to the Centre.</p> <p>Complete the Hotel & Resorts at the site.</p> <p>Complete the International Golf Course at the site.</p> <p>Embark on PPP arrangement to manage the resorts and invest in cable cars, helipad, botanical and zoological gardens and other full complements of a tourist site of international standard.</p> <p>Embark on international and national marketing of the site through media features, TVs, jingles, talk shows, roadshows, trade fairs and exhibitions.</p> <p>Encourage senior government officials to spend part of their annual leave at the tourist centres.</p> <p>Develop a function and interactive website for the Resorts.</p>	<p>The project can be executed in phases.</p> <p>Phase 1. Should include road construction and general rehabilitation of the site 1 year.</p> <p>Phase 2. Completion of the Golf course and the Hotels and Resorts 2 years.</p> <p>Phase 3. Expansion into botanical and zoological gardens, cable cars and helipad 3-4 years.</p>	<p>Funding</p> <p>Perception of tourism as elites' thing which might not be politically popular among the populace.</p> <p>Getting private sector supports</p> <p>Human resource to manage and sustain the facility</p> <p>Community supports and meeting UNESCO requirements</p> <p>Security challenges</p>

S/No	POLICY ACTIONS	POLICY OBJECTIVES	BENEFITS	STRATEGIES	TIMELINE	CHALLENGES
8.	Mare Festival/Sunshine Cultural Carnival.	<p>Expand the scope of the festival to become a State wide festival.</p> <p>Integrate the Mare mountain climbing and festival to the proposed “Sunshine Carnival”.</p> <p>To become a major national and international carnival.</p> <p>To serve as an avenue to showcase the best of Ondo arts, talents and hospitality to the World.</p> <p>To draw international attention to the state as a haven of Culture and Tourism.</p>	<p>Talent exhibition.</p> <p>Revenue and economic benefits to the State.</p> <p>National and international spotlighting.</p> <p>Bring about Socio-political and communal cohesion and harmony.</p> <p>Mobilization of the citizenry.</p>	<p>State wide mobilization.</p> <p>Establish strategic committee to plan and execute the carnival.</p> <p>Seek sponsorship from the private sector.</p> <p>Encourage inter-communal competition.</p> <p>Upgrade the facilities in the hospitality sector of the State.</p> <p>Train tourist guides.</p>	0-9 months	<p>Funding.</p> <p>Private sector participation.</p> <p>Infrastructure</p> <p>Hospitality facilities</p> <p>Transport system.</p>
9.	School Excursion Tourism	<p>To inculcate tourism Culture among the young ones in preparation for future tourism patronage</p> <p>Use excursion tourism to launch the local tourism market for the developed sites.</p> <p>Use excursion to expose the young ones to the natural endowments of the State.</p>	<p>Revenue generation through constant patronage of the tourist centers.</p> <p>Development of future local tourist market.</p> <p>Ensure constant patronage of the tourist centers round the year.</p>	<p>Legislate to make School excursion mandatory for primary, secondary and tertiary students in the State.</p> <p>Create compliance desk in the Ministry of Education</p> <p>Make policy on modalities to actualize the</p>	0-1 year.	<p>Public resentment</p> <p>Lack of interesting site</p> <p>Vehicular logistics</p> <p>Corruption and abuse by School administrators.</p> <p>Resistance by private school owners and</p>

S/No	POLICY ACTIONS	POLICY OBJECTIVES	BENEFITS	STRATEGIES	TIMELINE	CHALLENGES
		Use tourism to educate the young ones.		programme		Federal Government institutions. Safety issues.
10.	Akure City Lake (artificial) and Ebomi Lake, Ipesi-Akoko	<p>Create an artificial lake in Akure.</p> <p>To create a recreational site in the State Capital.</p> <p>To create job and boating experience in the State Capital.</p> <p>To serve as a legacy project for the administration</p> <p>Modernize Ebomi Lake, Ipesi-Akoko</p>	<p>Create avenue for leisure and relaxation.</p> <p>It is novel therefore will present the Government as innovative.</p> <p>Generate revenue and employment</p>	<p>Invite consultants to undertake feasibility studies and advice accordingly.</p> <p>Engage private sector developers to participate in the running of the Lake leisure center.</p> <p>Build chalets, canteens, meeting hall and sporting activities at the lakes</p>	0-2years	<p>Land and property acquisition.</p> <p>Environmental Impact Assessment (EIA) report.</p> <p>And procurement process.</p> <p>Funding.</p>
11.	Resuscitation of Owena Hotel	<p>Make the hotel the symbol of hospitality excellence.</p> <p>Preserve the hotel as a prime state legacy.</p> <p>Make the hotel a profitable business entity.</p> <p>Generate income and employment for the State.</p>	<p>Income generation.</p> <p>Employment generation.</p> <p>Use as a model for hospitality excellence.</p> <p>Provide a platform for private participation.</p>	<p>Invite private investors to remodel and modernize the hotel facilities.</p> <p>Or concession the hotel to reputable hospitality managers.</p> <p>Government direct investment.</p>	1-3 years	<p>Funding.</p> <p>Institutional bottlenecks.</p> <p>Labour related issues.</p>

S/No	POLICY ACTIONS	POLICY OBJECTIVES	BENEFITS	STRATEGIES	TIMELINE	CHALLENGES
12.	Ondo State Fronts/Beaches	<p>Create a new tourist City at the water front</p> <p>Make the water front a tourist haven as it has many similarities with notable beaches.</p> <p>Diversify tourism potentials of the State.</p> <p>Create a beaching culture at the water fronts.</p>	<p>Revenue generation.</p> <p>Employment generation.</p> <p>Creation of a new development frontier in the Southern region.</p> <p>Open up the riverine areas to a new development experience.</p> <p>A legacy project for the administration.</p>	<p>Acquire the water front and secure it for development.</p> <p>Get the oil companies exploring in the area to develop property around the water front.</p> <p>Embark on aggressive marketing of the fronts.</p> <p>Leverage on the nearness of the location to Lagos to get private developers to invest in the tourist haven.</p> <p>Construct accessible roads.</p>	years	<p>Land reclamation challenge.</p> <p>Getting private participation.</p> <p>Security issues.</p> <p>Road infrastructure.</p>
13.	Zoological Garden	<p>Establish a zoological in the State capital and Idanre Hills.</p> <p>To become a major tourist center in the State for children and family.</p> <p>Develop eco-tourism potentials of the State.</p> <p>And generate income and employment for the State.</p>	<p>Generate income.</p> <p>Generate employment.</p> <p>Improve leisure and tourism activities in the State.</p> <p>Enhance family life through relaxation.</p> <p>Serve as a legacy project of the administration.</p>	<p>Infrastructure development.</p> <p>Acquire different species of animals.</p> <p>Fencing up of the location.</p> <p>Engagement of competent zoological operators.</p> <p>Recruit curators.</p> <p>Invite private sector</p>	3 years	<p>Funding</p> <p>Private sector participation</p> <p>Sustainable management arrangement.</p>

S/No	POLICY ACTIONS	POLICY OBJECTIVES	BENEFITS	STRATEGIES	TIMELINE	CHALLENGES
		Help in implementing the proposed School Excursion Programme.		participation.		
14.	Children Amusement Parks	To create a funfair Centre for the children Provide avenue for family relaxation. To generate income and employment.	Add to the aesthetics of the State Generate revenue Generate job opportunities.	Get locations Invite private operators Or government's investment Aggressive marketing.	1-2years	Funding. Private sector participation.

LANDS, HOUSING, & ENVIRONMENT

SUBMITTED BY

SUB-COMMITTEE ON LAND, HOUSING AND ENVIRONMENT

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THE NEW ONDO STATE:

CHALLENGING A VISION FOR AN ASSURED FUTURE

“...to make Ondo State the economic, industrial and technology-driven commercial hub of the South West geo-political zone where quality of life is sustained in both the rural enclaves and urban centres in each of the senatorial districts of the State based on the principles of regional competitiveness and integration”. - Oluwarotimi Akeredolu, SAN.

Ondo State is a land endowed by nature with abundant resources on land, water and the air. Our existence rested on very solid assurance of the balancing power of the environment upon which we inhabit. Unfortunately, we seem to have missed the point of using these resources to our advantage. Hence, it would seem that if we must continue to exist here we must roll back the hand of the clock to achieve our prosperity. This and other key factors accentuate the above vision and provides the foundation upon which Barr. Oluwarotimi Akeredolu (SAN) establishes his contract with the good people of Ondo State in relation to his five development point agenda.

Equally, it is within the confines of the above stated vision statement that the Land, Housing and Environment Committee pursued the objectives of the strategic plan for policy recommendations embedded in this report and upon which its entire suggestions are rested.

In carrying out the task, we envisioned that this vision would be vigorously pursued by the administration to give the people of Ondo State the future that is enduring and assured. That is, promoting sustainable quality of life in both the rural enclave and urban centres using the available resources contained in the environment as a foundation for growth and development.

For instance, when our land is properly managed and planned, we would have the necessary capacity to provide good shelter and other accompanying infrastructures for our people. Government would have enough resources to address other challenges like education and technology, improved health which would engender longer life expectancy and a vibrant population. Logically, the above and many more forms the fulcrum upon which this report is carried out and established.

Executive Summary of Report on Land, Housing, and Environment

The right to adequate housing and land in an environment that breeds prosperity and ensures the preservation of biodiversity is one of the pillars of sustainable development. However, majority of the over 3.4 million people in Ondo state are currently living in sub-standard and distressed housing conditions, many are homeless, and a sizable proportion of the population are landless. The number of people living in slums is increasing with virtually all of them lacking access to improved water sources and adequate sanitation. The situation is made worse by increased environmental noise in congested living spaces as well as other environmental hazards posing serious health risks.

Indiscriminate urban development has intensified in the state, leading to more severe conflicts between agricultural and non-agricultural land uses. The private land acquisition regime, which at the moment is chaotic and unorganized, giving no regard to environmental regulations that ensures sustainability, must be drastically altered. The land use and management policy in the state must incorporate complete digitalisation in order for the housing sector to have a solid foundation for current and future planning. Primary drive must be given towards integrating policies related to social justice, environmental protection and economic development; second, the interests of future generations must be taken into account; and third, transparency, accountability, and public participation at all levels of decision-making using the bottom-top approach is crucially essential.

To correct the deplorable conditions in the three sub-sectors (of land, housing and environment), competitive enduring frameworks and programmes (both legal and administrative) must be put in place. This is important so as to lay the bedrock for proper spatial planning in the state that is consistent with global standards and on which any physical development will rest or derive. Land use, housing availability and the use of the environment must be geared towards becoming a wealth-creating mechanism for the people and government of Ondo state while focus shall also be on the provision of job creation through these three critical sectors.

Urban regeneration based on accurate statistical data of number of houses existing in the state as well as the introduction and utilization of modern mapping and addressing systems, zoning, density regulation and the deliberate and judicious establishment of environmentally-friendly green areas will herald a new era of development for the people of the state. The regularization of building plans and other title documents for existing building structures for the estimated thirty thousand or more houses across the 18 local government areas will not only bring in about three billion naira into government coffers, but also lead to economic

empowerment to the people by granting them the tools to access credit facilities more easily for business development and economic prosperity.

In every aspect of land use and housing development, the principles of Recycle, Reuse and Reduce (often called the 3 R's) will form the basis of effective environmental management and control, with new regulations and laws enacted to ensure monitoring and enforcement. The establishment of recycling companies with private sector participation will lead to job creation to the teeming multitude of the unemployed across the state. With deforestation adding not only to greenhouse effect, but also destroying habitats that support biodiversity, affecting the hydrological cycle and increasing soil erosion, runoff, flooding and landslides, the state shall take conscious effort to ensure the re-planting of trees across the 18 local government areas. For proper environmental governance in which conflicts can be reduced among various MDAs (Ministries, Departments and Agencies), a State Council on Environment is suggested to be established to serve as a clearing house among the Ministries of Land, Housing and Urban Development, Environment and Mineral Resources, Waste Management, Health, Works, Transportation, and so on and so forth.

Implementation of all the components of recommendations in the three sectors will include but not limited to legislative and policy reform, promoting compliance and strengthening enforcement, advocacy and strong community participation all in an effort to improve the quality of life in all the three senatorial districts of the state.

Government will also seek active collaboration and partnership with foreign multilateral donor agencies such as the World Bank, United Nations Development programme (UNDP), United States Agency for International Development (USAID), United Kingdom Department for International Development (UKDfID), and so on for funding and execution of policies and programmes on environmental protection, sustainability and urban renewal.

SECTION 3: A NEW DAWN OF SUSTAINABLE AND PRAGMATIC LAND POLICY IN ONDO STATE

Executive Summary

Land is a means of production and a valuable asset that improves economic prosperity for all land owners. However, the sector is currently highly unorganised, chaotic and problematic through indiscriminate sale of land (including government land). It is dominated by fraudsters, speculators and quacks which have over the years denied government of appreciable and massive amounts of revenue. Government has shown little or no strong interest in this area particularly as it relates to legislation and economic benefit. Lack of proper record keeping, administrative tardiness which many at times lead to litigation as well as high level of corrupt practices and underhand dealings by government officials has compounded the situation.

As a result of the aforementioned, there must be a strategic focus on acquisition of land both private and public in Ondo State, procurement of title to land, commercialisation through land use charge, digitization of the land process (storage and retrieval of records), management and monitoring of land, mapping of the State, and reforms (both legislative and executive).

The use of information technology and digitalization in the land acquisition and administration process is highly recommended and must be pursued vigorously with the required political will. The deployment of ICT will remove not only the issue of multiple payments of compensation for the same parcel of land which is prevalent on government acquired lands, but will also ensure that government generates buoyant revenue from all land transactions.

Incorporating the principles of social justice for improved quality of life for the people of Ondo state in a way that increases the quality of land use and administration is critical to achieving the vision of the new administration to boost the standard of living while ensuring that citizens in the state also fulfil their civic responsibilities in paying land use charge and other levies as at when due. Towards this end, implementation of land reforms policies that involves all stakeholders will be pertinent and paramount.

1.1.0 INTRODUCTION

Land is a major factor of production and as a constituent of both housing and the environment has become a critical resource in the survival of man. The importance of land can be viewed from social, economic and natural perspectives. It is the main resource that sustains soils for agricultural purposes, primary source of income and wealth and the basis for social relations. The World Bank has stated: “Access to land and land related benefits is an important factor to reduce poverty and create economic growth.” This statement is at the core of the five-point agenda of Rotimi Akeredolu, SAN, Governor-Elect. The United Nations Food and Agricultural Organisation has also declared: “Land degradation has been exacerbated where there has been an absence of any land use planning or its orderly execution or the existence of financial or legal incentives that have led to the wrong land use decisions or one-sided central planning leading to over-utilization and destruction of valuable ecosystem.”

From the economic perspective of land is capable of use and can be converted to many uses. It is fixed as a source of earning, land may possibly be termed the oldest form of collateral and it is still very attractive to lenders because it cannot be destroyed, moved, stolen, or wasted. All that is needed by a lender for instance, is the borrower’s clear title to the land or property (Certificate of Occupancy). Any land that is owned for productive use nevertheless, is termed as a fixed asset in most official balance sheets (because it is subject to its un-wasting nature). Instead of depreciating, its value appreciates in majority of cases.

A robust and sustainable land management policy is imperative in Ondo State. This will streamline activities in the sector. In view of the special uses of land in everyday activities and the acrimony often generated as a result of land use, the Ondo State Government felt the need to streamline activities in the sector. There is also the urgent need to ensure clean environment and the aesthetic value of our landscape. Land is a recurring and enduring issue from generation to generation. It is the view of government that a clear cut policy and regulation should be introduced in the sector.

Land tenure system in Nigeria is governed by the Land Use Act. The Act is entrenched in the Constitution of the Federal Republic of Nigeria. By the provisions of the Land Use Act, the land in the State is vested in the Governor of the State who holds it in trust for the people. The intendment is to harmonise land use and policy in the State.

Land as a social constituent of the environment acquires value through ownership and cultural heritage whereby wealth can accrue to the individual as well as the state. Ownership of land can be private, public, or communal. Land can be viewed for its social values and social relations from the standpoint of traditional inheritance where land is passed down from one

generation to the next. In today's terms, ownership of land is not legitimate without a proof of ownership as acknowledged by the Government. The economic value of land can be recognized or determined from the standpoint of the productivity of the elements (soil, minerals, woodlands, grassland, and wetlands) for agriculture, sericulture, grazing, spawning, and mineral extraction.

The Land Use Act provided the enabling platform for government to give proper direction to all MDAs and the Local Government with respect to the management and use of land. Our new policy with respect to the management and use of interpolates this and aims at giving all MDAs and Local governments the proper direction that will ensure proper management and use of land. The new policy will focus on maximum benefit and environmental protection.

1.2.0 POLICY GOALS FOR SUSTAINABLE LAND USE, REFORM AND ADMINISTRATION IN ONDO STATE

Government realised that certain lands within public acquisition and public schools have been encroached upon across the State. These encroachments shall be recorded and where appropriate regularised for better management of land.

Land is used for different purposes and the policy thrust must take into consideration different uses which include agricultural, housing, transportation and industrial purposes as well as for the exploitation of solid minerals. The policy goals for sustainable land use, reform and administration in Ondo state shall be the following

- To put in place competitive enduring frameworks and programmes (both legal and administrative) in Ondo State with respect to land administration and a focus on land as a vital resource.
- To re-organize for Spatial Planning in Ondo State
- To ensure effective Land Use in Ondo State through proper Land Management and Administration.
- To use land as a wealth creating mechanism for the people and the government of Ondo State.
- To ensure easy access to land through transparent processes and effective/efficient management of the resource.
- To create a comprehensive data base and inventory of land resources in the state.

- To digitalize land transactions and administration in the State and produce a comprehensive cadaster.
- To embark on a new focus on planned development within the State to ensure optimal use of land.
- To do a re-organization of land charges with respect to transfers and by inheritance.
- To embark on registration of all land transfers and inheritance which shall be streamlined and made to be effective and efficient.

1.3.0 STRATEGIC AREAS OF FOCUS

In Ondo State, attempts by previous administrations to improve land use and administration have not met with great success and had fallen short of expectation. The reasons can be said to be as result of inconsistency in policy formulation, uncoordinated and defective policy execution, poor monitoring and evaluation. Other reasons include but not limited to corrupt practices on the part of civil servants, undue political influence by politicians and government officials, tardiness in payment of compensation, poor funding, non-judicious application of fiscal allocation to the sector, lack of reforms and dependence on archaic legal frameworks, etc.

The concomitant effect of these on the State is too worrisome. It ranges from inadequate housing and abused urban and rural landscape, lack of private efforts in housing development, a disproportionate use of the environment, often flooded and impassable roads, lack of proper drainage system, pollution and deforestation, absence of sewage system and increasing squalor in many of our urban cities like Akure, Ondo, Ikare, Owo, Okitipupa and Ore.

The above problems are natural consequences of our failure to attend to the contending pressures on land in Ondo State. Consecutive administrations have been tardy to see land from the socio-economic resource perspective through the use of efficient physical planning methods to resolving the pressures of environmental degradation, squalor, unemployment, environmental health challenges, traffic congestions and criminal activities. In the search to correct the failures of the past and fulfil the yearning of the Governor-Elect, strategic focus must be placed on certain crucial areas as outlined below:

1. Acquisition of land (public and private);
2. Procurement of title deed to land;
3. Commercialization through land use charge;
4. Digitization of the land process (storage and retrieval of records);
5. Management and monitoring of land;
6. Mapping of the state; and
7. Legal reforms (administrative and executive directions).

1.4.0 ACQUISITION OF LAND: PUBLIC AND PRIVATE

This means the process by which government acquires land for public interest and private persons (individuals or corporate organisations) for their individual or corporate use. Under this sub-head it was discovered that the process in respect to public acquisition of land was meritorious and without much problem to government.

However, as with other areas of public activities, compensation, a requirement of law under the LUA for improvement on the land is not only delayed but not carried out. This leads to encroachment (re-entry) on the said land, or litigation. The deployment of Information Technology (ICT) is highly recommended. Also, government should fast track the issuance of CoOs to government agencies and institutions to prevent encroachment on government lands and public utilities like schools and hospitals across the State. For instance, the land of Imade College, Owo (already encroached upon by private interests) plus that of the proposed location for the building of a new Government House at Alagbaka (already taken over by a religious body) as well as the proposed New Stadium in Akure and others across the State had fallen victim to this situation.

There is a growing spate so-called “Omo-Onile” menace with respect to private acquisitions and development of land. Consequently, a legal framework through legislation must be put in place to curb their activities, using the Lagos and Ogun States’ model.

Private acquisition of land, is largely unorganised, chaotic, and problematic due to the activities of fraudsters, land speculators and quacks that specialised in the sale of both public and private lands. While government has shown little or no interest in this area in to control this menace, it has resulted into poverty and economic misery for helpless citizens while denying government necessary revenue and other benefits.

Based on the above, it becomes imperative that the sector must be urgently sanitised and purged through the twin exercise of necessary legislation and effective advocacy. As a corollary to the above steps, the use of ICT is an effective too that government must as a matter of urgency deploy in this sector. This will remove the issue of multiple payment of compensation for the same parcel of land, a situation that is prevalent on government acquired land. The interest and investment of government in this area must not only be seen as a social obligation but as an economic vehicle to drive the move for improved capital inflow into the coffers of government.

1.4.0 TITLE DEED TO LAND

It is having been widely speculated that less than 5% of properties in Ondo State have title deeds. The economic adverse effect of this unfortunate trend is frightening and totally unacceptable. What this means is that a large majority of Ondo State indigenes cannot and will not be able to take advantage of the opportunities in the financial sector to improve their circumstances and contribute to the State's resources through payment of tax and other deliverables. The procurement of title to land in the state is still analogue-based, since efforts at digitisation through the Land Bureau was unsuccessful due to the twin problems of lack of political will and lack of release of funds. Also, there is an endemic level of connivance and corruption by officials in the sector to deny government huge revenues.

In view of the above and with the understanding of the IT models already carried out in Lagos, Ogun and Kaduna States as well as the particularly successful effort in Abuja, FCT, land policies in Ondo State should migrate to electronic based Certificate of Occupancy (CoO and e-CoO).

1.5.0 THE LAND USE CHARGE

There is an extant law on Land Use Charges in Ondo State the Land Use Charge consists of tenement rate, ground rent and development charges. However, the State has not derived needed economic advantage from land due to ineffective policy thrust, and lack of transparency in the assessment of land transactions has led to acute financial leakages in the system.

This is added rationale for the deployment of legal and economic frameworks based on information communications technology (ICT) platforms.

1.6.0 DIGITIZATION OF THE LAND PROCESS

Part of the efforts of previous governments to give impetus to land use and administration was the setting up of the Land Bureau. The operation of the bureau was to be digitalised but unfortunately it was not successful due to non-release of funds. The land bureau is set up as a money generating outfit and also to control and streamline land administration in the State. However, lack of political will killed the project because it was pursued half-heartedly.

It is suggested that the digitization process must be pursued with vigour by the new administration. The Land Bureau must be provided with adequate funds to ensure the project commences within the first 12 months and must be fully operational within 24 months of the life of the administration.

To do this, competent and qualified professionals in relevant fields must be recruited to drive the process to meet the challenges of the land bureau. Government would also have to take steps to train and retrain the existing staff.

1.7.0 MANAGEMENT AND MONITORING OF LAND

One of the standpoints upon which the Land Use Act Cap 202, LFN was enacted was for proper use and administration of land. It went ahead to provide procedural and administrative milestones upon which this objective is to be attained. One of the ways is that the State Government shall constitute Land Use Allocation Committee and the Local Government Areas shall constitute the Land Use Advisory Committee. Regrettably, these Committees are never constituted to achieve the purpose of allocating and advising governments at various levels for the proper use of land in the State.

As already noted in this report, the problems that enmeshed land administration in the State manifested in various forms and dimensions such as lack of transparency and enlightenment with respect to all issues relating to land transaction and allocation; abuse by management and allocation of land by civil servants and political appointees; incessant and unbridled encroachment into government land across the State with the connivance of government officials; delayed and non-payment of compensation by government which encourages encroachment or re-entry by original land owners.

To solve the above problems, there is the need for the immediate composition of the Land Use Allocation Committee and Land Use Advisory Committee. Also, all issues relating to land use charge, rates, and processes should be gazetted and given adequate publicity. Furthermore, the policy of returning 25% or any percentage of land to original land owners should be discontinued and existing ones should be reviewed in order to stop encroachment. Instead, land owners should be appropriately compensated. Where it is observed that government had been short changed by any government official, such a person should be sanctioned.

1.8.0 SURVEY AND MAPPING

Physical planning activities are sine qua non to any land management and administration. Consequently, physical planning activities rely heavily on accurate and adequate geo-informatics data which are products of survey and mapping activities.

Geo-informatics data or an accurate and comprehensive mapping system are an important element that aids development, the implementation of policies in health, housing, education,

agriculture, enumeration, etc. At the moment, Ondo State does not have such a valuable map, as all the available maps are out of date and grossly inadequate for modern day planning purposes. The State Government should commence survey and mapping activities. It should also embark on the production of Geo-informatics data.

1.9.0 PLAN CHARTING: A SORE NOTE

The Survey and Mapping department of any government is to ensure the charting of survey plans submitted to government for any purpose. This in itself is a universal practice which helps government and the public to check and confirm the correctness of the survey before any action is taken. Unfortunately, this avowed practice had been abandoned and bastardised in Ondo State particularly under successive military administrations. Many properties abound in the State particularly Akure which were endorsed without this important element of land administration.

1.10.0 PLANNING AND DEVELOPMENT OF LAND RESOURCES

The most important aim of sustainable land planning in Ondo State should be sustainable land use and reducing land use through sustainable management of human settlements and conservation of open spaces supported by cross sectorial strategies and visions to meet the aims of the people. This will reduce the scale of excessive land use improving development quality and harnessing the various advantages accruable to sustainable land use, like improved urban planning, improved public health and agriculture, etc.

LAND REFORMS SUMMIT

Avenue shall be created for the conduct of land reforms summit within the first one hundred days of the new administration involving major stakeholders that will address and review all the challenges relating to land use and administration in Ondo state with a view to charting a new course of action in the sector for the progress and prosperity of the people. Stakeholders in this sector include but not limited to the government (MDAs), land holding families, professional bodies, business men and women, civil society organisations, community representatives, traditional rulers, and so on and so forth.

1.11.0 CONCLUSION

This report has revealed fundamental issues on existing land policy in Ondo State. It identified the organisation in charge of land management in Ondo State. Challenges associated to land administration and management in the State were also identified, and they include: poor policy implementation, land acquisition and speculation problem, low accessibility rate to land, inadequate infrastructural facilities and social amenities among others. Certain new trends and measures are suggested that will enhance land acquisition policy, public participation, technical infrastructure, formation of Government layouts, and formulation of sustainable urban policy to eliminate administrative bottle necks. These will go a long way in achieving functional safety, security and comfort in the use of land for living, working, distribution and recreation in Ondo State. In specific terms, it is imperative to adopt the following strategies:

- a. Recognizing the complexity of existing land markets and building on processes that work well. This enables public, private and civil society stakeholders to develop a range of productive partnerships. Government can promote and regulate pluralistic land and housing markets, where a diverse range of suppliers compete on equal terms to meet the needs of various sections of the population.
- b. Promoting public participation in a common vision of how settlements can be planned to meet future needs.
- c. Reviewing the framework of planning and building regulations, standards and administrative procedures for the processing of new developments, changes of use, transfer, etc.; this is in order to ensure that these reflect the full range of local needs and resources. Where official norms and procedures impose uncertainty or excessive delays or costs, they will force many otherwise law-abiding people into unauthorized developments. A regulatory audit can reveal any constraints which must be removed or relaxed in order to facilitate incremental development.
- d. It is necessary for the government to re-examine its role in the control and management of land in the State. The members of the public should be enlightened on land affair in order to enable them understand the scope and limitations in the general use of land.

Integrating a sustainable land management system based on (complete digitisation) into land administration will not only help to distinguish the new administration form others, but will also meet the yearnings of the people of Ondo state for better prosperity.

SECTION TWO

STRATEGIC INITIATIVES FOR HOUSING POLICY REFORM AND ADMINISTRATION IN ONDO STATE EXECUTIVE SUMMARY

Majority of the over 3.4 million population living in Ondo State are currently facing and living in substandard and distressed housing circumstances. Indiscriminate urban development has not only intensified in the State, but has also led to urban degeneration and the growth of slums. Lack of accurate statistical data, monitoring, enforcement and corruption of officials working in collaboration with private developers have combined to create the haphazard conditions in the housing sector. Tens of thousands of owners of physical developments don't have appropriate documentations, a situation which has not only led to massive loss of revenue to government, but also deprived massive numbers of the people in the State from being able to access credit facilities to improve their economic conditions.

The thrust of this report is to ensure qualitative and affordable housing for as many people as possible in the State within the shortest possible time to further meet the current housing deficit while meeting global practices. Government shall vigorously encourage private sector participation by creating conducive environment for such. High rise housing policy shall be embarked upon to discourage lateral expansion. There shall be a robust drive towards urban renewal which will require but not limited to upgrading of facilities and infrastructure to enhance delivery of goods and services, redeveloping of the built environment by a mixture of demolition where practicable, construction and refurbishment of dwellings in designated areas.

Accurate enumeration of all existing houses shall be embarked on to generate a data base for better physical and spatial planning purposes. This will take place along with the introduction and utilization of modern mapping and addressing systems, zoning, and density regulation in the state. The regularization of building plans and other title documents for existing building structures for the estimated thirty thousand or more houses across the 18 local government areas will not only bring in about three billion naira into government coffers, but also lead to economic empowerment to the people by granting them the tools to access credit facilities more easily for business development and economic prosperity.

Public enlightenment and mass mobilisation will further help the people in the State to key into the new regime of housing policy in the State to improve economic sustainability.

2.1.0 INTRODUCTION

Housing has been universally accepted as the second most important or essential human need after food. Housing can be defined as buildings or structures that individuals and their family may live in that meet certain strict regulations. Different housing situations vary for individuals and may depend on age, family, and geographic location. For example, in an urban environment people may live in rented apartments whereas others may live in houses with or without a mortgage. Yet others build owner-occupier houses. Housing is also generally any structure used as an abode that covers, protects, or supports another thing such as an industrial undertaking, business or venture.

2.2.0 SITUATION ASSESSMENT IN THE HOUSING SUB-SECTOR

Housing in its entire ramification is more than mere shelter since it embraces all the social services and utilities that go to make a community or neighbourhood a conducive living environment. The problems of housing in Ondo State are enormous and complex. The problems range from the quantity and quality of available housing units and their effects on deteriorating environment, to the growing overcrowding in homes, neighbourhood, communities and increasing pressure on infrastructural facilities. The following observations have been made among others:

1. Housing for businesses and residential purposes in the state are inadequate and generally fall below global standards.
2. The State has been said to possess about large acreage of uncharted and unproductive land space.
3. Presently, Ondo State Development & Property Corporation (OSDPC) is a government agency saddled with housing and real property development. It has developed a few estates mainly in Akure.
4. Housing development has not been environment friendly in Ondo State.
5. There is no pressure or requirement in the State to design houses which minimize the use of non-renewable building materials, conserve energy or reduce water consumption.
6. It is almost impossible for consumers to judge the environmental credentials of individual houses. The building industry is not required to give such information to consumers, nor are they or local authorities making any attempt to do so.
7. The location of new developments and the physical layout of neighborhoods influence car use. Some initiatives in the Ministry of Transport have made little progress in reducing carbon emission by requiring carbon emission test from vehicle owners. The

combined impact of these initiatives does not add up to any significant change in practice.

8. Significant changes are needed in state and local government policies and in the behaviour of developers and consumers if future investment in housing is to become more sustainable.
9. That the master plans of our urban cities and land use maps are poor, outdated and require continual updating and reviews.
10. Lack of enforcement of necessary development control over the original designs/layouts that would have averted certain uses and developments had put the privacy of other users and developers in jeopardy.
11. Some of the housing estates roads are unpaved and not maintained.
12. The decaying nature of the old and core areas of Akure, Ondo, Owo, Ikare, Ore and Okitipupa and other towns is monstrous. There are too many derelict and old buildings in the core areas of our cities that negatively affect the needed beauty and aesthetics of the city's central Business Districts (CBDs).
13. Conversion of green areas and belts for services and utilities to residential development is rampant.
14. There is lack of funds to execute maintenance works, acquisition of new estates and provision of infrastructures.
15. Lack of housing statistics and information coupled with an uncoordinated street addressing system.
16. Lack of financial support from government and financial institutions for housing development.
17. It was also observed that a significant percentage of the existing buildings in the state do not have documents such as Survey Plans, Approved Building Plans; and Certificate of Occupancy. The problems arose from the high cost, long processing time and other difficulties which are met in the process of obtaining title documents.
18. The illegal conversion of residential apartments into shopping complexes and petrol filling stations has culminated into chaotic land use pattern and high environmental risks to citizens of the state.
19. The present Town Planning Offices/Authorities saddled with physical planning and development control in Ondo State are highly inadequate.
20. The urban cities of Akure, Ondo, Owo, Ikare, Okitipupa and Ore have grown into unacceptable slums due to poor planning and developmental controls.
21. Lack of monitoring of approved plans and layout/designs has led to total cancellation or mutilations of green areas, recreational facilities and serviced plots in layouts.

22. There are indiscriminate constructions of petrol filling/gas stations, motor parks, and markets and shopping complexes across the state without clear cut regulations or guidelines.
23. There are no planned public cemeteries in major cities in Ondo State.
24. Some government housing estates have been abandoned and wasting away across the state, e. g., Oka Housing Estate at Iwaro –Oka, Akoko.
25. There is the need to review current housing policy in the State.

2.3.0 IMPACT OF HOUSING ON THE ENVIRONMENT

The way in which houses are built, maintained and used has a significant and immediate impact on the environment. The location of any new development and its relationship to existing developments are important in minimising this effect.

1 Use of non-renewable resources

Policies governing the design, construction and renovation of housing do not impose any requirement through legislation, regulation or fiscal incentives to minimize the use of non-renewable resources. There is no pressure to use designs which minimise the use of non-renewable material, re-cycled materials or materials which use less energy to manufacture.

2 Energy consumption

There is more reliance on private energy supply from the National grid is grossly inadequate in Ondo state.

3 Water Consumption

Over 95 per cent of the water abstracted in the state is sourced by private individual house-owners and consumed by households. Two-thirds of this drinking water is used to flush WCs, wash clothes or dishes and for bathing. Except when there are water shortages there is no expectation that households will conserve or re-cycle water. There is no consumer expectation or commitment from house-builders to design homes in ways that conserve water. There are 3 usable but abandoned dam projects in the state, which if completed would solve portable water problems as well as increase output particularly of dry-season farming.

4 New Housing Estates

It is believed that there will be an increase in the demand for residential and commercial accommodations by households and corporate organizations in the state between 2017 and 2021. The location and characteristics of these houses will have a major impact on state's progress to achieving a more sustainable environment. There is wide-spread agreement that

more houses should be built within existing urban areas, but scepticism that the existing planning system and fiscal policies will achieve the maximum level of development on settlements land.

No mechanism exists to translate national housing requirements into effective land allocations in each local authority area in ways which take into account the impact on the environment. In particular, regional planning mechanisms are weak. There is no effective mechanism in the planning system to ensure that house-builders and developers first consider sites within the urban area, before seeking permission to develop on green-field sites.

5 Neighborhood Development

All elite housing estates/neighbourhoods have an ‘ecological footprint’. Neighbourhoods which are most compact and self-contained, with less shopping, schools and community facilities, have a smaller footprint’. One implication of this is a potential reduction in dependence on the private home-builders.

With regards to carbon emissions little has been done in terms of legislation in the state. Public mass-transportation is virtually ineffective. Just under a third of all car mileage travelled each year is between home and work. Road transport is responsible for high percentage of carbon monoxide and nitrogen dioxide emission in the State. Reducing the need to use the private cars will make a significant contribution to more sustainable neighbourhoods.

So far few states in Nigeria have made much progress in planning to reduce car usage by increasing public mass-transport.

6 Consumer Information

Generally, consumers do not know how their housing choices effect the environment. There is no system of labelling or kite marking homes on ecological grounds. Consumers do not have the information on which to make choices. This lack of information leads to the consumer apparently continuing to prefer the purchase and use of relatively inefficient building materials, unsustainable building practices and the purchase of homes with higher running and maintenance costs in the long run.

1. Modification of Ondo State building regulations to require that new housing is built to higher technical standards and to make more use of recycled materials.
2. New government initiatives and finance to promote private participation in transportation sector.
3. The introduction of an environmental benchmark for new and existing houses.

4. The introduction of statutory regional plans to translate national housing targets and provide a context for a sequential test for planning applications on major greenfield sites.
5. Integrated neighbourhood planning to include energy, water and transport infrastructure.
6. A centrally funded multi-disciplinary unit should be urgently established to be a focus for concentrated action.

2.4.0 SUGGESTED SOLUTIONS AND RECOMMENDATIONS

1. Implementation of the Ondo State Urban and Regional Board and Local Planning Authority Edict (law), 1999. This law should be implemented to aid the smooth delivery and control of housing and urban development in the state.
2. Modification of Ondo State building regulations to require that new housing is built to higher technical standards and to make more use of recycled materials.
3. New government initiatives and finance to promote private participation in the housing sector.
4. The introduction of an environmental benchmark for new and existing houses.
5. The introduction of statutory regional plans to translate national housing targets and provide a context for a sequential test for planning applications on major greenfield sites.
6. Integrated neighbourhood planning to include energy, water and transport infrastructure.
7. Need to establish Development Control Offices to supervise and monitor physical planning activities by creating additional Development Control Offices for Akure, Ondo, Owo, Ikare, Ore and Okitipupa. Other Local Government headquarters to be served with one Development Control Office each.
8. To stop mutilation of approved layouts and non-adherence to approved layout designs. A review of master plans of our cities across the state is recommended.
9. Need to ensure creation of Development Control Offices across 18 Local Government Areas comprising of all professionals in the building or housing industry for the purpose of approval of layouts, designs and redesigns as well as monitoring physical developments.
10. All Housing Estates and the core areas of Akure, Ondo, Owo, Ikare, Ore and Okitipupa and other major cities require upgrading in the facilities provided and public infrastructure and services supplied to the buildings as well as the physical environment in which the buildings are located. Some measure of urban renewal is

necessary in the neighborhood, the tools being renovation, rehabilitation and even redevelopment of some of the buildings completely.

11. The Domestication of the National Building code in Ondo State which implementation will help to: reduce or eliminate incidences of buildings collapse, fire disasters, environmental abuses and other man-made disasters.
12. A standardized building approval process must require the participation and input of all professionals, e.g., Architects, Structural engineers, and Town Planners, contrary to what currently obtains in the State Department of Development Control and Enforcement (Town Planning Dept.) in the Ministry of Housing and Urban Development.
13. A conscious effort with responsive development partners/stakeholders to finance and construct low cost housing unit across the state will go a long way to boost the economy and bring succor to large number of residents of the state yearning for decent accommodation.
14. Provision of planned public cemeteries and public toilets across the states.
15. Digitization of land documents and housing records for proper storage and ease of retrieval.
16. Massive recruitment of professionals to assist in the physical planning and housing delivery programmes.
17. Government should encourage public participation and advocacy in all housing policies within the context of environmental impacts.
18. A centrally funded multi-disciplinary unit or agency should be urgently established to be a focus for concentrated action. The agency should be responsible to coordinate all the organizations related with the new initiatives in housing policy and shall be placed under the Governor's office.
19. A coordinated street addressing system should as a matter of priority be launched and implemented in the state.

2.5.0 IMPERATIVES OF STREETADDRESSING SYSTEM IN BUILT ENVIRONMENT

Introduction:

Ondo State needs to renew, consolidate and develop its existing cities, towns and villages – i.e. keeping them as physically compact and public transport friendly as possible and minimizing urban sprawl, while also achieving a high quality of design in new residential developments. Urban land needs to be used carefully, sensitively and efficiently planned through the Urban renewal and urban revitalization program with the aim of reducing dereliction in development and negligence in providing basic utilities and under-utilization.

Thusly, the concept of estate development and subdivision would be encouraged in the outskirts of existing cities whereby green-fields, parks, open-spaces and deliberate development is encouraged and necessary in this Plan. This should take place through the logical extension of existing cities and towns while the numerous villages and hamlets littering the landscape would be consolidated into functional new-towns. While the concept would tend to reduce the need to migrate from the rural to urban centres, it would relieve the cities of continued agglomeration while at the same time creating farmland preservation because these new-towns would be designed to attract people and businesses from within and outside the State.

Looking at the recent trends in population growth and distribution, a number of common elements suggest the approach that needs to be taken if balanced regional development is to be achieved.

(1) Areas experiencing population growth share one key common characteristic. They have a strong urban structure or a strong urban element within or associated with them. This has helped them to attain a critical mass in terms of population, which supports investment in necessary infrastructure, attracts or generates employment and sustains investment and development not only in the urban centre itself, but also in the wider rural hinterlands. Movement of people to the areas where the investment and jobs are generated, or can be drawn to, as well as natural population increase, reinforces these areas' population base and encourages further population growth.

(2) Towns with moderately high populations would have the ability to retain their populations and in some cases they would have significant growth.

(3) There would tend to be an increasing tendency for population growth in areas adjacent to the Gateway centres. This would particularly occur at locations with access to the road transport corridors radiating from the centres into their hubs within the Senatorial Districts. This pattern would be replicated to some extent in the environs of other cities such as the associated hubs and the newly created New-towns in the rural areas around the State.

2.6.0 GOALS FOR IMPLEMENTING THE ADDRESSING SYSTEM:

- To provide strategic data for planning, evaluation and to reduce wastages.
- To provide necessary input for security and emergency management;
- To harness physical development activities within the state and local governments' so as to ensure orderly growth.
- To increase the proportion of our inhabitants that has formally assigned street addresses that can be verified and authenticated in a central database in the LGAs and at the newly created "Ondo State Planning Information Centre".

- To ensure spatial reorganization through orderly streets development using prescribed addressing standards for naming and numbering structures along with the Federal Government established postcodes.
- To exercise control over physical, economic and social processes so as to provide a framework for standardized acquisition, storage, processing and dissemination of address-dependent database structure for themes such as in census records, unemployment and business data, as well as for data required for e-Commerce and e-Government purposes.
- To ascertain a system that is used for more than just mere postal delivery to include connecting utilities, routing emergency services, household surveys, State or National identity documents, jobs creation, opening bank accounts, voting and for reducing costs of delivery of goods and service.
- To ensure an orderly organization and re-organization of the geographic space so as to enhance--- social cohesion; and the delivery of goods and services.
- To improve the ability of businesses to significantly increase their customer base as envisioned in the entrepreneurial item of the Five-point agenda.
- To provide the additional tools for improved tax administration and infrastructure management.

2.7.0 IMPLEMENTATION AT STATE GOVERNMENT LEVEL:

Planning policy statements, criteria emanating from the Spatial Development Strategy, and sustainability related strategic regulations and guidance shall be formulated by the newly created Ondo State Office of Planning. The documents produced shall form the overarching framework for emerging planning policies. Also, new regulatory requirements such as that for designs of roads, power generation, water supply and sanitation facilities; and designs for new-towns in the rural areas, subdivisions or estates in or adjoining existing urban centres, and access plans; and requirements for building permits for residential, commercial, industrial, recreational, etc. would be formulated to have profound changes that will improve the overall State spatial system and quality of development. Strict adherence to the regulations guidelines shall be encouraged and enforced.

2.7.1 Implementation at regional level:

Regional Spatial Strategies in Ondo Strategic Development Plan shall be formulated to promote competitiveness. These will translate into State policy and regional guidance to promote sustainable development.

2.7.2 Implementation at Local Level:

At local (LGAs, City or Municipal, and Gateway centres) level: Local development frameworks will contain a suite of development documents such as building and physical development regulations, building codes and ordinances to guide all development types so that it is community beneficial, sustainable and of the highest standards of design. These shall include statements of community involvement in developing these documents. Supplementary planning documents and site specific plans shall be the thrust of all development initiatives. Local strategic partnerships and sustainable community strategies are additional tools that are deemed critical as part of the spatial planning framework. These will be mandatorily produced by local Planning authorities and will assist in informing and supporting spatial planning policies developed by the State.

The changes brought about by the introduction of the new or emerging **spatial planning systems** based on the advocated Spatial Reorganization concept and Spatial Development Strategy are meant to have very great and very fundamental Spatial transforming effects that would promote cohesive social and economic growth. At all Local Government Areas, Physical development Plans, Local development Programs, Gateway Centres Development Plans, and the Office of Planning regional guidance will be formulated with the above mentioned policy framework in mind.

Planning applications in the context of this Plan must therefore, have full regard to a much wider set of policies, and it is believed that all development schemes should have an integrated planning and sustainability approach with a high level of transformation occurring from scheme inception stage onward. To an appreciative level, the significance of sustainable development concept cannot be over-emphasized in this Strategic Development Plan because the concept is a vitally important issue in the planning and development of the State. Every citizen of the State would be, and should be involved in planning that affects their lives. Most importantly property owners should be made aware of what their roles are in ensuring the successful implementation of this Plan. Simply, development in Ondo State will not be business as usual. Property owners or developers would be expected to adhere to the requirements of the related regulations or be ready for sanctions.

The planning system's role is to promote and facilitate sustainable and inclusive patterns of urban and rural development. Sustainable communities should also:

- Balance and integrate the social, economic and environmental components of their community;
- Meet the needs of existing and future generations;
- Respect the needs of other communities in the wider region or nationally to make their communities sustainable.

The following are the key indicators that are considered important to achieving a **sustainable community**:

1. **High quality services;**
2. **A good physical environment;**
3. **A strong economic base;**
4. **Strong leadership, and**
5. **Shared values.**

Consequently, it is the Government's aim to create communities that will, **“stand the test of time, where people want to live and which will enable people to meet their aspirations and potential”** as stated in the Governor Akeredolu's vision for a new Ondo State.

2.7.3 Street Addressing in the Rural and Urban Areas:

In the light of the chaotic situations that urban inhabitants now experience in Ondo State and in Nigeria generally, one cannot but agree that the NIPOST postcode initiative should require all administrative jurisdictions to develop and implement their street addressing systems as part of the re-branding campaign "...away from studies and experimentations into the implementation stage". This action is necessary, "to get away from many esoteric studies, and rather direct them to ensuring concrete solutions for the numerous urban problems that have emanated from lack of implementable plans; lack of seriousness in enforcing building codes and physical development plans and other related regulations for kickbacks; reckless resource consumption; and blatant disregard for orderliness (Alade-Ojomo, Unpublished script, 2005, pg. 2). The above is making a case for the need to latch onto NIPOST "National Addressing Initiative" (street naming, house numbering identity) as an imperative for effective local governments' administration. This would help Ondo State in particular to cope with escalating urbanization and the attendant urban problems.

First and foremost, the aforementioned National Addressing initiative, in the same manner it has been adopted in many other parts of the world is one of those modernization projects which should be given priority in Ondo State so that many other spatial development projects and essential social services could be logically, expeditiously, and effectively executed. This should be the case in Ondo State because street addressing provides easier access to municipal services and other socio-economic programmes.

As part of this effort, it is recommended that Ondo State implements this National street addressing initiative which would involve assigning a name or number to each street in the local government areas. "Street" in the context of this initiative means the whole and entire right-of-ways of any publicly and privately owned street, highway, road, lane, bridge, or thoroughfare accessible to vehicular traffic and pedestrian traffic owned and maintained by the local government entities and by any group or private interests within any administrative jurisdiction in Ondo State.

For this Plan in particular, street numbers or names must be conspicuously displayed at the street corners, mounted on a panel or on a signpost. In addition to street naming, each house on these streets must also be assigned a number in a sequential manner (odd and even numbers) by the local governments' authorities. The purpose of this Street Addressing project will make it easier for people to find their way around the municipalities, cities, townships, and villages in the rural setting. Even more importantly, it will make it easier for utility companies or concessionaires to dispatch repair or maintenance crews to locations.

Also, it will make the local governments (cities, townships, Gateway centres and even neighbourhoods) to provide essential services such as ambulances, fire services, community policing, law enforcement, mail delivery, courier, and emergency services and assistance will be able to reach the inhabitants in need of these services faster, more directly and efficiently. The above clearly defines the intents and purposes of this initiative of national significance which goes beyond just street naming in the face of the rate of current and anticipated population growth and urban expansion in Ondo State.

Urbanization growth rate and spatial expansion of townships and cities in Ondo State have been unprecedented in the past fifty years as the result of emigration from the rural areas, thus contributing to immense population agglomeration in existing cities and townships across the State. The intensity of emigration over the years has contributed to a rather fast growth in the rate of urban expanse as experienced in Akure, Ikare, Okitipupa, Ore, Ondo, Odigbo, Ilaje, Owo and so on. Even more astonishing is the rate of emerging network of urban centres

springing up in almost every Senatorial District in the State. Many studies have shown urbanization and agglomeration in townships as regional phenomena that has ekistical, economic, social, political and cultural overtone.

In anticipation of the development of the database resulting from the street addressing exercise would undoubtedly be useful for other local governments' administrative functions such as providing support for urban and regional planning purposes, municipal services, tax systems, land ownership issues (regularisation, real-estate taxing, ground levies, etc.), garbage collection management, upgrading of informal neighbourhoods (slums), support for prompt utilities services, and economic development. These shall be most useful to local governments which are often no more than administrative units with severely limited resources, thus leaving no opportunity for civic institutions to take root. With better street addressing than what currently exists and the resultant database for guiding decisions-making about spatial reorganization, monitoring projects execution, and having the knowledge of the proportion of population served, the most data-dependent execution of the State's Five-point agenda would be in a better position for successful implementation.

With the successful implementation of the above, it is anticipated that Ondo State would become the model to emulate by other States in the South West region, and in fact the entire country.

Such address databases are designed with the aim of distributing them to the public sector for community administrative services and to private companies for marketing and business prospecting within the context of entrepreneurship item of the Five-point agenda. The utilization of such databases is essential for direct marketing, investment locations and customers' management, among others. From this Plan standpoint, street addressing is to accomplish the following:

- ❖ To establish improved street development standards by creating "right-of-ways" for future development in the urban centres as well as in subdivisions or layouts within the outskirts of cities, townships, and in newly established agrarian based New-Towns in the rural areas.
- ❖ Finally, it is to harness physical development activities within the local government areas so as to ensure orderly spatial growth through the use of street addressing plan that regulates physical development and for implementing spatial development strategy and processes as designed for this Plan.
- ❖ It is anticipated that the outcome of above shall accomplish the growth management objectives as set out in this Plan by using the proposed Street Addressing plan to:

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- ✓ Reduce urban sprawl, slums and informal settlements;
 - ✓ Concentrate urban growth in desired direction;
 - ✓ Ensure available and affordable standard housing;
 - ✓ Direct economic development appropriately;
 - ✓ Create neighbourhood open spaces and beautification;
 - ✓ Guide broad-based regional transportation system;
 - ✓ Encourage environmental protection;
 - ✓ Promote civic rights and support property rights;
 - ✓ Consume natural assets with minimal adverse impacts;
 - ✓ Preserve sensitive lands and historic buildings;
 - ✓ Ensure building permit processing with regulations;
 - ✓ Guide public facilities and provide basic services;
 - ✓ Support early and continuous public participation;
 - ✓ Enhance security and tracking of individuals; and
 - ✓ Ensure sharing of address-based data by State Ministries, Departments and Agencies as well as private sector institutions such as banks, telecommunication companies, and businesses.

The resulting address database from the Street Addressing and Property Identification Exercise shall provide very important pieces of information that could be used to reveal existing formal and informal economic activities. Such information are good barometers of the jurisdiction's economic potentials because, the nature and locations of activities taking place there are revealed. Address management software and the established address databases usually provide reliable indicators of the economic dynamics at work and can serve to document trends and direct economic activities appropriately.

For instance, private companies are usually interested in street address databases because they can use them to tailor their individual and joint business strategies. Such databases make it easier to understand the competition and to prospect for business by dividing activities into sectors and economic categories and the potential clientele into households and companies.

The Property Identification Exercise with the use of GPS are usually used for Streets mapping in GIS useable format which helps each type of business to identify its own location in the LGA or city in relation to their competitors and prospective clients, as well as that of the type of competition. This capability leads to a better understanding of the existing clients and potential markets and thus helps define a more effective strategy for making profit and for creating job opportunities appropriately and to target business development strategies in line with the intents of entrepreneurial objectives.

The advocated Street Addressing Plan for LGAs, Gateway Cities, Townships and municipalities within, would ensure a defined street addressing database structure. The database structure would be such that GIS capabilities would be achieved thus, play a key role in making available such information they generate to serve businesses so as to drive economic development State-wide. Various experiences show that administrative jurisdictions can put such information to good use and thereby keep address systems up-to-date and in place because it could readily show changes and trends in relation to different locations.

Indeed, different private business and governmental entities would like to adapt address mapping to their own purposes (tourism, concessionaires, chamber of commerce, e-commerce, and e-government applications), and the municipality may negotiate some of its rights to the information whereby they can charge money for their uses so as to recover the cost of developing such GIS-related databases while ensuring the standards in up-dating and quality of data for interoperability as required and mandated by the National Information Technology Development Agency (NITDA).

2.8.0 STRATEGIES FOR ATTAINING THE ENVISIONED STREET ADDRESSING SYSTEM:

- (1) Urban growth: - Encourage development in urban areas where adequate public facilities and services exist or can be provided in an efficient manner.
- (2) Reduce sprawl: - reduce the inappropriate conversion of undeveloped land into sprawling, low or high density shanty development.
- (3) Transportation: - Encourage efficient multi-modal transportation systems that are based on regional priorities and coordinated with the State Planning Information Centre, LGA, and city comprehensive plans. From the data and maps produced, areas that need Intra-City connector or arterial Roads shall be shown and they could be prioritized.
- (4) Housing: - Encourage the availability of affordable housing to all economic segments of the population of the State and LGAs by promoting a variety of residential densities and housing types, and encourage preservation of existing housing stock as dictated from GIS analysis.
- (5) Historic preservation: - Identify and encourage the preservation of lands, sites, and structures, which have historical or archaeological significance.
- (6) Economic development:- Encourage economic development that is consistent with adopted comprehensive plans of the cities, LGAs, and this Strategic Development Plan; Also promote economic opportunities for all citizens of the State and LGA, especially for unemployed persons as revealed in the assembled databases at the Planning Information

Centre; Promote the retention and expansion of existing businesses and encouragement of new businesses; Recognize regional differences impacting economic development opportunities, and encourage growth in areas experiencing insufficient economic growth; All within the capacities of the State's resources, public services, and public facilities.

(7) Property rights: - private property shall not be taken for public use without just compensation having been made. The property rights of landowners shall be protected from arbitrary and discriminatory actions.

(8) Permits: - applications for both State and local government permits should be processed in a timely and fair manner to ensure predictability.

(9) Natural resource industries: - maintain and enhance natural resource-based industries, including productive timber, agricultural, and fisheries industries. Encourage the conservation of productive forest lands and productive agricultural lands, and discourage incompatible uses as would be revealed in GIS analysis.

(10) Open space and recreation: - Retain open spaces, enhance recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks and recreation facilities.

(11) Environment: - protect the environment and enhance the state's high quality of life, including air and water quality, and the availability of water.

(12) Citizens participation and coordination: - Encourage the involvement of citizens in the planning and street addressing processes and ensure coordination between communities and jurisdictions to reconcile conflicts.

(13) Public facilities and services: - Ensure that public facilities and services necessary to support development shall be adequate to serve development at the time the development is available.

2.9.0 STREET ADDRESSING AND POSTAL CODES:

Ondo State falls into “Zone 3” of the National Post code along with Edo, Ekiti, and Delta.

<u>NORTHERN REGION (North Senatorial District)</u>				
LGAs	Area Sq. Km	2006 Population	Pop Density	Post-Code
Akoko N- E	372.30	175,409	471.15	<u>342</u>
Akoko N- W	512.44	213,792	417.2	<u>342</u>
Akoko S- E	225.56	229,486	1017.41	<u>342</u>
Akoko S- W	530.01	82,426	155.52	<u>342</u>
Ose	1464.90	144,901	98.92	<u>341</u>
Owo	1026.83	218,886	213.17	<u>341</u>
	4132.04	1,064,900	257.7	
<u>CENTRAL REGION (Central Senatorial District)</u>				
LGAs	Area Sq. Km	2006 Population	Pop Density	Post-Code
Idanre	1913.60	129,024	67.42	<u>340</u>
Ifedore	295.25	176,327	597.21	<u>340</u>
Ondo E	353.91	74,758	211.23	<u>351</u>
Ondo W	970.43	283,672	292.32	<u>351</u>
Akure N	660.05	131,587	199.36	<u>340</u>
Akure S	331.45	353,211	1065.65	<u>340</u>
	5222.31	1,293,745	247.73	
<u>SOUTHERN REGION (South Senatorial District)</u>				
LGAs	Area Sq. Km	2006 Population	Pop Density	Post-Code
Irele	962.60	131,507	239.3	<u>352</u>
Odigbo	1818.38	203,078	126.68	<u>350</u>
Okitipupa	803.25	233,565	290.77	<u>350</u>
Ilaje	1318.10	290,615	220.48	<u>352</u>
Ese Odo	762.00	154,978	203.38	<u>352</u>
Ile Oluji/Okeigbo	697.62	145,166	208.09	<u>351</u>
	5664.33	1,013,743	178.97	

<u>NORTHERN REGION (North Senatorial District)</u>			
LGAs	Postcode District	Towns	Post-Code
Akoko N- W	342	Arigidi	342102
		Irun	342103

		Oke-Agbe	342104
		Ajowa	342105
Akoko N- E	342	Ikare	342101
Akoko S- E	342	Epinmi	342108
		Isua	342109
		Ipe	342110
		Ifira	342115
Akoko S- W	342	Akungba	342111
		Sosan	342113
		Akunu	342106
		Oka	342107
		Oba	342116
		Supare	342117
Ose	341	Ifon	341109
		Ikaro	341110
		Imoru	341111
		Ijagba	341112
		Okeluse	341113
		Idogun	341114
		Idoani	341115
		Afo	341116
		Imeri	341117
		Arimogija	341118
		Ute	341119
Owo	341	Owo	341101
		Iyere	341102
		Ipele	341103
		Idasen	341104
		Isuada	341105
		Upemmen	341106
		Emure-ile	341107
		Uso	341108

CENTRAL REGION (Central Senatorial District)			
LGAs	Post-Code	Towns	Post-Code
Idanre	340	Owena	340107
		Odode	340108
		Alade	340109
Ifedore	340	Ipogun	340110
		Ijare	340111
		Ilara	340112
		Igbara-Oke	340113
Ile Oluji/Okeigbo	351	Agunla	351107
		Oke-Igbo	351108
		Bamikemo	351109
		Ile-Oluji	351110
		Temidire	351111
Ondo E	351	Oboto	351102
		Owena Obadore	351103
		Ajegunle	351104
		Tekunle	351105
		Bomodeoku	351106
Ondo W	351	Ondo	351101
Akure N	340	Itaogbolu	340104
		Iju	340105
		Aiyede Ogbese	340106
Akure S	340	Igba Toro	340101
		Oba-Ile	340102
		Oda	340103

SOUTHERN REGION (South Senatorial District)			
LGAs	Post-Code	Town	Post-Code
Irele	352	Ode-Irele	352101
		Igbinsin Oloto	352102
		Omi	352103
		Ajagba	352104
		Akotogbo	352105
Odigbo	350	Ore	350101
		Abojupa	350102
		Alawaye	350103
		Araromi Obu	350106
		Oniparaga	350107
Okitipupa	350	Okitipupa	350104
		Ikoya	350105
		Ode Aye	350106
		Igbotako	350109
		Ilutitun	350110
		Igbodigo	350112
		Ayeka	350113
Ilaje	352	Ugbo Kingdom	352116
		Mahin King”	352117
		Etikan “	352118
		Aheri “	352119
		Igbotu	352120
Ese Odo	352	Arogbo I	352106
		Ukparama I	352106
		Arogbo II	352107
		Ukparama II	352108
		Arogbo III	352108
		Arogbo IV	352109
		Igbekebo	352110
		Oju Ala	352111
		Inikorogba	352112
		Sabomi	352114
		Kiribo	352115

2.10.0 OTHER VITAL RECOMMENDATIONS AND POLICY DIRECTIONS

PROVISION OF MORE AFFORDABLE HOUSING

There is an urgent and pressing need for the provision of more affordable, and adequate dwelling units in Akure and other major cities in Ondo State through public sector intervention and public-private partnership. This would raise the quality of housing environment and address the current housing need in the state. Provision of sites and services scheme in our major towns targeted at the elites and people in Diaspora to build houses of their choice is also highly recommended.

2.11.0 URBAN REGENERATION

The core Areas of Akure, Ondo, Owo, Ikare, Ore, Okitipupa and other major cities across the state require upgrading in the facilities provided and the public infrastructure and services supplied to the buildings as well as the physical environment in which the buildings are located. Regeneration projects should be proposed by government to establish need and expediency.

However, houses or structures of historical importance should be preserved and maintained. Urban renewal policy to apply to needed areas. Old and dilapidating family houses should be upgraded. Local government and local planning authorities are to enforce street naming and house numbering exercise in all towns and villages of the state.

The aim for the regeneration projects is to build sustainable communities through a combination of educational and socio-economic initiatives. The projects would involve rejuvenating the building environment by a mixture of demolition, construction and refurbishment of dwellings having regard to urban renewal guidelines.

2.12.0 REGULARISATION OF BUILDING PLAN APPROVAL AND OTHER TITLE DOCUMENTS FOR EXISTING BUILDING STRUCTURES

It is observed that a significant percentage of existing buildings in the state do not have required legal documents, such as Survey Plan, Approved Building Plan, and Certificate of Occupancy. The problems arose from the high cost, long processing time and other difficulties which are met in the process of obtaining title documents. In order to enhance greater prosperity, progress and development among the people of Ondo state, and in the spirit of the five-point agenda of the Governor-Elect to further bring transformation to the people, it is highly recommended that the state government should declare a 9-month Housing Amnesty Programme involving the regularisation of Building Plan Approval and other title documents for existing residential and commercial house owners that lack the required title documents.

The Targets/Deliverable for those registering during the Amnesty period are:

Production of Survey Plan for participants

- Building Plan Approval for participants
- Certificate of Occupancy for Participants
- Creation of access to credit facilities for Ondo State residents using the Certificate of Occupancy
- Increased economic transformation

The scheme will also boost Internally Generated Revenue (IGR)

2.13.0 THE PROCEDURE

- A collaboration between the Ministry of Housing and Urban Development on behalf of the State Government and duly accredited registered professionals in the building industry in Ondo State as well as appropriate Consultants.
- A would be beneficiary of the Housing Amnesty Programme shall show expression of interest to participate by obtaining the Housing Amnesty Programme form for the sum of a fixed sum that is not less than ten thousand naira only).
- A successful beneficiary shall thereafter make instalmental payment spread over three months of additional Ninety Thousand Naira only (N90,000) to have his housing unit's survey plan, approved building plan and Certificate of Occupancy.

2.14.0 THE SCOPE OF THE PROGRAMME

The 9-Month Amnesty Programme will include:

- Owners of existing housing units without building plan approval and other titled documents only.
- Owners of existing Petrol Filling Stations and gas stations without building plan approvals in Ondo State.
- Owners of existing sawmill and other industrial installations without building plan approvals in Ondo State.

2.15.0 THE OPERATING MECHANISM

- Operating of Housing Amnesty dedicated account.
- An MoU of 10% payment for registered professionals that would be involved in facilitating, collection and processing of participants' documents.
- Instalment payment that must be completed within the first 3 months of registration.

2.16.0 PROPOSED PROGRAMME CATCHMENT AREAS

S/NURBAN CENTRE NO OF ESTIMATED RESIDENTIAL HOUSING UNITS WITHOUT BUILDING PLAN

APPROVAL 1 Akure 10,000 2 Ondo 5,000 3 Owo 5,000 4 Ikare 2,000 5 Akungba 1,000 6 Oka 1,000 7 Okitipupa 1,000 8 Ore 2,000 9 Igbokoda 1,000 10 Idanre 1,000 11 Others 1,000 Total 30,000

2.17.0 THE CONCEPT OF NEWTOWN

New Towns are settlements, planned and developed on open or vacant land to decongest and accommodate future projected population. New Town planning and implementation is one of the oldest concepts in the history of human settlements. It is to provide a balanced and self-contained community as far as possible in terms of infrastructure and community facilities suitable for living, working and recreation.

2.18.0 JUSTIFICATION

Basically, New Towns development is an outcome of governmental policies. The goals of a New Town policy can be direct and final, that is, to expand the size of new towns and attract population from parent city. The purpose of formulating New Towns is to ease the over crowdedness in the parent city and development of a relatively backward suburbs. It also offers planned development that will take cognisance of environmental issues and optimal use of available land.

2.19.0 HISTORICAL ATTEMPTS

The first attempt on development of New Town in Ondo State could be traced to Ajowa New Town in Ondo State, a plan prepared by the Ministry of Lands, Housing and Urban Development of the Western Region. The community agglomeration programme took off initially with assistance of government with the opening-up of the communities.

In Akure, an attempt for Akure New Town was made in the early 80s, when the portion between the old secretariat and Oba-Ile, the present Alagbaka was conceived.

2.20.0 OUR PROPOSAL

Based on the concept of Micro-Regional Development, we are proposing the following names for adoption to pave way for regional integration:

Owena New Town

Sunshine New Town

It must be noted that this concept of new town may not necessarily be for Akure alone but may be more relevant in towns where there is likelihood of rapid expansion due to citing of certain facilities towns like Akungba, Okitipupa readily come to mind.

2.21.0 VISION

- A large expanse of land needs to be acquired for this purpose.
- A suggestion of 3,000 to 4,000 hectares of land which must be near the State capital should be acquired or allocated.
- The Scheme should be divided into Residential, Commercial, Industrial and Recreational features.
- The new town will be designed for over 5,000 residential plots with the smallest being 1,000 square metres in size.
- It is expected to cater for an estimated population of over 100,000 people.
- Under its proposed development plan, the town will boast of commercial strips of commercial plots along the major roads; serviced plots; a downtown; Central Business District (CBD) with varying land uses for religious, educational, commercial and parking purposes.
- The proposed New Town is expected to have basic infrastructural facilities, utilities and services, such as good roads networks, uninterrupted electricity, water, good drainage system and other commercial facilities.
- A residential zone could be created within the New Town for the staff of Ondo State Executive, Legislative and Judicial arm.
- The streetscape should have side walk in all major roads with proper landscaping.
- Potential investors should be made to pay for certain services and forms such as: Application Forms; Premium deposit (commercial & industrial plots to attract higher premium); Development levy; Survey fee; Deed preparation and Registration fee; and Annual Ground rent.
- It will also host Police out post, health centres, school, worship centres, neighbourhood parks among others.

2.22.0 POSSIBLE LOCATIONS

- A. FUTA-Ibule corridor
- B. Akure-Owo Road, (FUTA acquisition) corridor
- C. Imafon-Ala Elefosan axis.
- D. Akure-Aponmu, Ondo Road axis
- E. Other locations in Ondo State

2.23.0 RELEVANT MINISTRIES, AGENCIES AND DEPARTMENTS TO ACTUALISE THE VISION

A Ministry of Housing and Urban Development

B. Lands Record Bureau

C. Ministry of Finance

D. Ministry of Education

E. Ministry of Health

F. Ministry of Works and Transport

G. Ministry of Commerce and Industry

H. Ministry of Agriculture

I. Ministry of Justice

J. Akure North L.G.A

K. Akure South L.G.A

2.24.0 BENEFITS OF THE PROPOSAL

A. Decongestion of Akure, the State capital.

B. Provision of site and services for residential, commercial, industrial and recreational developments for developers.

C. Creation of New Industrial Villages in proximity to the existing city.

D. Stimulation of economic development.

E. Perfect tool for regional integration and growth; and

F. Creation of employment for the teeming population

2.25.0 COST

A. Land acquisition

B. Mapping

C. New Town Designs

D. Site and services provision

E. Creation of green belt round the town, etc.

2.26.0 FINANCING

- Housing co-operative societies should be encouraged, registered and strictly supervised by government to help in solving the problems of loan distribution to people of all categories.
- Government should provide enabling environment to facilitate direct provision of houses to be allocated to people under:

Rent to buy

Help to buy

Shared ownership

Self-build schemes

2.27.0 OTHER OBSERVATIONS

- The Diaspora Building Scheme, which some states have keyed into already could be introduced in Ondo State, and incorporated into the new housing policy initiative, as participants will pay for all services rendered.
- Presently in Ondo State, civil servants are not accessing the National Housing Fund Scheme. They should be encouraged to key into the National Housing Fund Scheme to enable them to assess mortgage facilities.
- More primary mortgage institutions should be encouraged to come into the state.
- Government should explore the collection of betterment rates/fees from properties that have improved in value due to direct government interventions.
- Funds generated from the proposed Housing Amnesty Programme could be invested into other housing proposals (e.g., New Town Projects).

2.28.0 CONCLUSION

It is strongly believed that if the suggestions and policy initiatives recommended in this document are accepted and carried out, they will meet the goal of providing sustainable housing for communities that we can all be proud of in Ondo State.

SECTION THREE

STRATEGIC PLAN AND POLICY RECOMMENDATIONS FOR THE ENVIRONMENTAL SECTOR IN ONDO STATE

EXECUTIVE SUMMARY

The environment is a component that must be seen and treated within the context of development. The current rapid expansion of population and human economic activities place tremendous pressures and threats on the environment and so require constant oversight to ensure that environmental resources are properly protected, managed, harnessed and utilised.

It is not only paramount for government to protect the environment but to also work with other partners and stakeholders in society locally and globally towards securing its future sustainability. Effective environmental governance and management in the environmental sector is also a key to achieving at least seven of the 17 Sustainable Development Goals set by the United Nations, of which Nigeria (and ditto Ondo State) is a signatory. Goal 6 (clean water and sanitation), Goal 7 (affordable and clean energy), Goal 11 (sustainable cities and communities), Goal 12 (responsible consumption and production), Goal 13 (climate action), as well as Goals 14 and 15 which focuses on proper water and land resources management respectively are vital and inter-related to the new administration's mandate to carry out action policies on the environment or environmental sustainability – knowing fully well that better environmental management and development will reduce the impacts of poverty and bad health on our communities. Goal 9 (which focuses on industry, innovation and infrastructure) is also pertinent to this mandate.

Ondo state has a diverse ecological richness and stands as perhaps the state with the longest coastline in Nigeria, making it a potential tourist destination in the West African sub region. Nonetheless, with the heightened pace of development, economic population growth the state is continually experiencing more and more tensions between the environment and development. These include, but not limited to, urban sprawl, growth of informal and small scale industrial activities, illegal land use and encroachment of reserved and open spaces, illegal construction of residential and other buildings, poaching and encroachment of forest reserve and agricultural land, destruction of habitat, air pollution, pressure on existing infrastructure, pollution of ground and surface water, as well as distortion in marine and coastal biodiversity. The state's planning, oversight, monitoring and enforcement capacities while being poor is stretched to the limits, while environmental governance systems and structures are also seriously challenged, beclouded with duplication efforts, overlapping and conflicting policies coupled with delays in execution.

The overriding policy direction of the strategic plan for the environmental sector is to integrate the principles of sustainable development across the broad spectrum of governance so as to conserve, preserve and protect environmentally sensitive lands (such as coastal domains, seismic sensitive regions, wetlands, etc) and natural resources from the impacts of development activities to ensure that ecological processes are maintained, environmental values are sustained, and developmental investments are justifiable on the one hand. It is also so as to promote, upgrade, and enhance sustainable management of resources with the aim of improving the quality of life for all residents in the State by mainstreaming social, economic and ecological issues in all developmental activities and programmes for the benefit of both current residents in the state and for future generations.

Major sectoral areas identified that need strict policy guidelines in order to achieve environmental sustainability for development purposes include: waste and chemicals management; air quality management; pollution incident management, control and prevention; environmental noise management and control; water resources management; sanitation and health; conservation and sustainable use of biodiversity as well as agriculture and land use; flood and erosion control and management.

Key programme initiatives and recommendations to be pursued in the sectoral areas include but not limited to the construction of modern landfills with well-engineered and managed disposal facilities that can significantly lessen the impacts of landfill on soil, air, and water. Establishing a viable recycling sector that will not only generate green, sustainable jobs but will make Ondo state lead the nation in jump starting and promoting waste to wealth to the benefit of the people.

Due attention should be given to coastal and marine management to exploit the tourist and economic potentials of the vast coastal and marine resources of the state while inter-agency collaboration of all MDAs to improve environmental protection must be vigorously pursued.

Means of implementation of the policy goals and objectives in the environmental sector includes sharing responsibility and enhancing environmental governance; legislative and policy reform; sector performance and accountability; mainstreaming the environment into strategic development planning and decision making as well as streamlining environmental issues into large scale public events through advocacy; providing support and building capacity; promoting compliance and strengthening enforcement; improving environmental information for decision making; communicating and raising awareness as well as increasing citizen/community participation; and last but not least, financing the sector appropriately by partnering with multilateral donor agencies.

3.1.0 INTRODUCTION

The condition of the environment is very critical to Ondo State's economic, spatial and social development. Environmental sustainability therefore, must be the focus and central issue to reinforce and underline every strategic move towards the attainment of the vision of the Governor-Elect. In view of this, every policy drive in every department of government as well as every sector of society must aim at conserving the contents and the resources therein. Natural resources, continuous, renewable and non-renewable resources, are the basis of the production of food and energy, manufacturing inputs and the disposal and absorption of pollutants and waste. Human health and well-being vastly depend on the effective and sustainable management of these natural resources.

It is visibly obvious that all over most of the forested areas that are in proximity to towns and villages in the 18 Local Government Areas (LGAs) of the State are being used for various purposes, ranging from agriculture (permanent cropping and livestock grazing), roads/highway construction, urban expansion, and many other uses such as industrial, recreational, and commercial as needed by the growing population. The State natural vegetation has been very much degraded as a result of human activities, the chief of which is based on the rotation of bush fallow system.

Most forested areas of the State are predominantly permanent crops lands. The important aspect of the vegetation of the State is the prevalence of tree crops. The major tree crops include cocoa, kola, coffee, rubber, oil palms and citrus, with cocoa being the most prevalent. It is also important to note that rubber and oil palm trees have been cultivated in large plantations in Odigbo, Okitipupa and Irele Local Government Areas.

The creeks and the riverine areas of Ondo State are a region with ecological problems with penetration of the area hampered by mangrove swamps. The infestation of the creeks and water bodies in Ondo State by hyacinth weed is also a notable menacing ecological problem, even though some efforts had been made to curb the menace of the hyacinth weed thereby making the inland waterways navigable by boats and trawlers. Another menacing ecological problem is accelerated soil erosion which has been common (but not exclusive or limited to) Irele, Odigbo, Okitipupa and Owo LGAs. Though, not as extensive as in the listed areas, many other LGAs have been shown to be vulnerable to erosion because of misuse of land without regards to the topographic pattern and soil types. This has made erosion a common environmental problem in many parts of the State.

3.2.0 THE CURRENT SITUATION:

The current condition of the environment in Ondo State indicates that the proportion of land areas covered by forests (both forest reserve and outside forest reserve) are getting smaller, the total population with access to basic sanitation is worsening, total population with access to safe drinking water is not improving, residential housing construction index is worsening and proportion of people with access to secure land tenure is only slightly improving by a discouraging margin. (Sufficient data is unavailable to pinpoint statistics with accuracy.) The astronomical price of kerosene has made the fuel less affordable to most people, thereby putting pressure on the State's wood resources, being the alternative energy source for cooking by the masses of the people. Increased dependence on firewood has aggravated forest depletion with the rate of afforestation too low to compensate for the level of depletion. Household waste, commercial waste and construction waste have all put immense pressure on the State's current less-than-desirable and failing waste management system, with carbon dioxide emissions per capita worsening.

With the heightened pace of economic growth, the state is continually experiencing more and more tensions between environment and development. These include, but not limited to, urban sprawl, growth of informal and small scale industrial activities, illegal land uses and encroachment of reserved areas and open spaces, illegal construction of residential and other buildings, poaching and encroachment of forest reserves and agricultural land, destruction of natural habitats, air pollution, pressure on existing infrastructures, pollution of ground and surface water, as well as distortion in marine and coastal biodiversity. The State's planning, oversight, monitoring and enforcement capacities while being poor are stretched to the limits, while environmental governance systems and structures are also seriously challenged. The effect of Climate change is prevalent in different part of the State. For instance, there is a stream flooding, disappearance of aesthetic and beautiful coastline in places like Aiyetoro and other coastal settlements, Irregular rainfall, loss of biological diversity and others.

At the moment environmental control and management is fragmented between different Ministries, Departments and Agencies, the result of which is conflicting and riotous policies.

3.3.0 WORKING DEFINITION OF THE ENVIRONMENT

Environment is the area of the Earth that entails diverse natural resources that include land, water, animals and plants therein. It is also the sum total of all surroundings of living organisms that include natural forces and other living things, such as animals or livestock, and others, which provide conditions for resource uses, their development and growth as well as of their dangers and damages. Environment includes the physical condition, the built

environment and related issues. is everything that makes up our surroundings and affects our ability to live in our abodes on the earth's surface.

3.4.0 POLICY GOALS AND OBJECTIVES OF THE STRATEGIC PLAN FOR THE ENVIRONMENTAL SECTOR:

Establishing clear direction and focus for policy implementation is vital and indispensable. The overall policy goal of the Strategic Plan for the Environmental Sector is to integrate the principles of sustainable development across the broad spectrum of governance in order to:

- a) Conserve, preserve and protect environmentally sensitive lands (such as coastal domains, seismic sensitive regions, wetlands, etc.) and natural resources from the impacts of development to ensure that ecological processes are maintained, environmental values are sustained, and developmental investments are justifiable.
- b) Promote sustainable management of resources, so as to improve the quality of life for all residents in the State by mainstreaming social, economic and ecological issues in all developmental activities and programs.
- c) Ensure a safe and healthy living, working, recreational and built environment for all the people of the State through effective management of all activities within the limits provided by the environment and established laws, such as the envisioned "Vital Area" Program with the associated Criteria.
- d) Create and nurture a culture of learning and awareness about the environment and related issues.
- e) Collaborate, cooperate and liaise with relevant national, regional, and international agencies, as well as non-governmental organizations on environment issues.
- f) In order to gauge the fulfillment of the above goals in an observable and measurable manner, the following policy objectives will become imperative:
 - i. Establish an effective and integrated system of waste management within six months to contribute to a sustainable economy and a clean and healthy environment.
 - ii. Establish land use policies for development in designated "Vital Area" which accommodate growth as well as address the environmental impacts that the number, movement, and activities of people may have on the area.
 - iii. Design, and develop programs such as the Vital Area Program; and develop related projects such as New Towns, attract foreign investors to establish the Ondo State "Ocean City" which must be of international standard and the most attractive destination for tourists, and preferred livable resort along the Atlantic coastline. The New Towns shall be in close proximity to Lagos along the Atlantic coast where people working in Lagos can live in Ondo State.

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- iv. Enhance and maintain the aesthetics of the immediate residential areas with relatively low fences, hedges, (no concrete walls) along the road networks (primary, arterial and neighborhood streets); controlled and regulated billboards within the urban setting.
 - v. Minimize adverse impacts of development on the constituents of the environment (including impacts on water quality due to pollutants that are discharged from structures or soils dug for building foundations, conveyances or runoff from surrounding lands, garbage inclusive);
 - vi. Engage all sectors of the community in continuous dialogue on formulating best management and governance practices for the environment.
 - vii. Identify and manage resources falling within the purview of the State's jurisdiction in the best way possible.
 - viii. Carry out farmland inventory to determine the characterization (number of existing farms, types, and sizes) of local farming activities to evaluate the stability and viability of local farms in order to identify varying potentials for off-site impacts from different types of farm operations, expansion needs and readiness for modernization and mechanization.
 - ix. Modify the State's building regulations to require that new housing is built to higher technical and environmentally-friendly standards by making more use of recycled materials and adopting more renewable energy for household usage.

3.4.0 SECTOR ANALYSIS OF THE ENVIRONMENT

The environment, or the environmental sector, covers a broad spectrum of core focus areas or sub-sectors, each of which is confronted with its own characteristic, peculiar and also often interrelated threats and challenges, for which solutions must be designed and given to resolve.

3.4.1 Waste and Chemicals Management:

Typical of any growing society, the current increase in waste in the State is a function of the growth of the population and economy of the State. The process of growth has put pressure on natural resources, and has led to enormous generation of waste in the liquid, solid and gaseous forms. Waste management in the State entails the collection of garbage, trash, rubbish and waste from all sources; its transportation treatment and disposal. For effective and proactive management of the waste and the impacts of waste on the environment in the state, the following are recommended.

Guidelines:

- Introduction of integrated waste management, through the adoption of:
 1. The 3-R's system. - Reduce, reuse, and recycle of various types of waste.
 2. The construction of modern landfills with well-engineered and managed disposal facilities that can significantly lessen the impacts of landfill on soil, air, and water.
 3. The implementation of strategies that will encourage communities and industries within the State to reduce waste streams through waste minimization, recycling, re-use as well as the design of processes and products within those industries.
- Outlaw of unapproved dump-sites.
- Ensuring that Environmental Impact Assessment (EIA) is carried out in new development regions or areas and that proper and regular upgrade or environmental audit is also implemented.
- Identification, monitoring and effective control of major waste sources and producers in the State.
- Appropriate site identification, management and decommissioning of landfill sites in the state to ensure fairness to neighboring communities and adjoining land owners.
- Restriction on the production of non-reusable plastic bags, and unnecessary use of excessive amounts of disposable thin plastic film for packaging.
- Accreditation of waste collection and disposal companies.
- To achieve the recycling of 30 per cent of all waste generated within the first two years of the administration and 50 percent within four years of the administration.
- To achieve the above, land fill levies will be introduced to industrial undertakings in order to drive recycling so as to make it more expensive for companies to land fill than to recycle.
- Introduction of food/organic bins in LGAs. Also, other bins shall be introduced for recyclables and metals, etc.
- Construction and demolition wastes must be made by policy to be recycled.
- Landfills should be deregulated, allowing private investors to operate them under best management practices.
- It is safe to assume that there are many unregistered and unregulated landfills/dumpsites in the state as at now, thus landfills should be approved and regulated by the Government.
- A viable recycling sector will generate green, and create sustainable jobs opportunity; and Ondo state can lead the nation in jump starting a viable recycling sector and promoting the concept of waste to wealth.

- Reviving the State's recycling company while creating conditions for active and flourishing private sector participation.
- Improve the knowledge by providing data about the sources of waste, quantities disposed of, and stock of hazardous substances in the State.
- Formulation of a State legal framework for control of hazardous waste.
- Introduce economic incentives to encourage pre-sorting and recycling of waste to moderate levels and demand for landfills in the State.
- Use the media (radio, TV, and newspaper publications) and schools to promote public awareness of waste disposal issues so as to encourage pro-environment living and changes in lifestyles and values.
- Convert food-scrap and plant materials to create compost that can be applied to vegetable gardens and flower-beds around the house.
- Provide garbage disposal bins for different kinds of waste all over the State. The bins shall be identifiable for collecting organic and inorganic wastes across the State.
- Creation of safe storage of wastes by storing inorganic waste materials like metals, plastics, etc., far away from water sources like lakes, streams and rivers.
- Develop programs that will encourage reduction in the use of plastics through forward looking policy drives.
- Introduce incentives to encourage all waste producers to adopt cleaner production processes and technologies.
- Taxation of non-biodegradable materials from sources of production.
- Medical wastes are to be sorted prior to disposal or incineration; and avoidance of disposal of potentially hazardous medical waste to landfill.
- Establishment of renewable energy industrial parks in Ondo State from where electricity can be generated via renewable energy sources such as hydro, wind, and gas.
- Develop fertilizers which can be produced from bio wastes.

3.4.2 Efficient Solid Waste Management:

In order to achieve an efficient solid waste management in the State, the Local Government Areas and Cities Waste Management agencies shall submit to the State Ministry of Environment all the relevant data and report necessary for the assessment of the Solid Waste Management situation in their jurisdictions within three (3) months following the effectivity

of a relevant State Waste Management Regulation. The report and data shall include, but not limited to, the following:

- (a) Inventory of existing solid waste facilities;
- (b) General waste characterization, taking into account the type, quantity of waste generated and estimation of volume and types of waste for reduction and recycling;
- (c) Projection of waste generation;
- (d) The varying regional geologic, hydrologic, climatic, and other factors that are vital in the implementation of solid waste practices so as to ensure the reasonable protection of:
 - (1) the quality of surface and groundwater from leachate contamination;
 - (2) the quality of surface waters from surface run-off contamination; and
 - (3) ambient air quality.
- (e) Population density, distribution and projected growth;
- (f) Identify the political, economic, organizational, financial and management problems affecting comprehensive solid waste management;
- (g) Employ the following systems and techniques of waste reduction, re-use and recycling (3Rs concept);
- (h) Identify available markets for recyclable materials;
- (i) Estimated cost of collecting, storing, transporting, marketing and disposal of wastes and recyclable materials; and
- (j) Seek pertinent qualitative and quantitative information concerning the extent of solid waste management problems and solid waste management activities that are undertaken by local government units and the waste generators.

The above shall form the indispensable foundation without which the state cannot attain an efficient waste management system.

3.4.3 Air Quality Management:

The atmosphere is a common concern of mankind. Polluted air has different damaging effects on people's health, the environment and ultimately on the economy. These impacts may occur through inhalation, smog formation, acid deposition, modification of water bodies and climate change.

The following are sources of air pollution in the State:

- 1. Exhaust from automobiles;
- 2. Gas flaring from oil production;
- 3. Electric generator fumes;
- 4. Dust from construction site;
- 5. Smoke from wood burning;

6. Dust from industries;
7. Sawdust;
8. Gas refilling depot;
9. Particulate discharge from mining activities;
10. Smoke from domestic waste burning;
11. Basic produce particulates;
12. Abattoir odour;
13. Odour from animal husbandry;
14. Burning of tyres;
15. Asbestos usage;
16. Burning of narcotics;
17. Windblown dust from bare surface;
18. Odour from hospitality industries and hotels;
19. Odour from dump sites, etc.

Developing, improving and maintaining an effective air quality management so as to ensure that the unacceptable current and future impacts of atmospheric emissions are minimized, mitigated or managed well.

Guidelines:

- Development, implementation and enforcement of Air Quality standards, regulations, and management of emissions within the state on a sustainable basis.
- Clear assignment of roles, responsibilities and authority for air quality management within the State.
- Identification and monitoring of pollution source which impact negatively on air quality
- Release of list of emissions to air within the state which are required to be reduced, as well as the extent of reduction required.
- Clarification of the respective roles of relevant agencies within the state with regards to Air Quality Management and monitoring.
- Enforcement of relevant air quality regulations.
- Undertaking air quality management within the state in the context of and in close co-operation with authorities in neighboring States in order to facilitate integration of environmental management with these areas and in line with the Vision Statement.
- Making Air Quality Management to form part of the State's integrated management information system.
- Identification and relocation of non-compatible land use activities from residential areas.
- Zero tolerance to gas flaring.

3.4.4 Pollution Incident Management, Control and Prevention:

The state is currently experiencing different types of pollution from diverse sources which impact on the air, water, and land. Pollution of air, water and soil (land) require millions of years to recoup after being degenerated. Industries and motor vehicles exhausts are the number one pollutants into the air. Heavy metals, nitrates and plastics are toxins also responsible for pollution in the State. While water pollution is caused by oil spill, acid rain, urban runoff; air pollution is caused by various gases and toxins released by industries and factories and combustion of fossil fuels; soil pollution is majorly caused by industrial waste that deprives soil from essential nutrients. It is essential to guarantee a healthy environment for the people of the State. Therefore, appropriate management and prevention of pollution is essential to ensuring a healthy environment. Therefore, appropriate policy guidelines must be followed. It is these policies that will guide the development and implementation of regulation for integral management and prevention by all sectors within the State. Practically, and realistically, the envisioned Vital Area program and the related criteria for guiding development activities would become inevitable.

Guidelines:

- Definitive allocation of responsibilities for pollution management practices within the State.
- Deliberate pursuit of a policy of minimization or elimination of discharge of pollutants.
- Allocation of responsibilities for pollution management practices within the state.
- The implementation of pollution monitoring programs for small, medium and large businesses, industrial and mining operations, as well as parastatals.
- The encouragement of self-regulation by industry and business over and above legal requirements.
- Establishment and effective management of effluent treatment mechanism to monitor industrial and township effluents.
- Relocation of informal small scale industries from residential areas to industrial parks across the State.
- Ensuring that every activity in the state in addition to approved EIA must comply with appropriate provisions under the State's laws and regulations.

3.4.5 Environmental Noise Management and Control

Environmental noise, also known as, noise pollution, takes place when there is either excessive amount of noise or an unpleasant sound that causes temporary disruption in the natural balance of life. It is noise caused by sound propagation outdoors and is usually subject to meteorological effects (e.g. wind, temperature) that affect the distance, speed, and direction with which the environmental noise travels from a source to a listener. This definition is usually applicable to sounds or noises that are unnatural in either their volume or their production. Environmental noise has become a menacing incident in Ondo State with constant exposure to loud levels of noise easily capable of resulting in the damage of ear drums and loss of hearing. It also reduces sensitivity to sounds that the ears pick up unconsciously to regulate the body's rhythm. Excessive noise pollution in working areas such as offices, construction sites, bars and even in our homes can influence psychological health. Constant sharp noise can generate severe headache and disturb emotional balance. Studies have shown that the occurrence of aggressive behavior, sleeping disorders, constant stress, and fatigue can be linked to exposure to constant excessive noise levels. These in turn can cause more severe and chronic health issues later in life such as **cardiovascular issues**. Blood pressure levels, cardio-vascular disease and stress related heart problems are on the rise in the state. Studies suggest that high intensity noise causes high blood pressure and increases heart beat rate as it disrupts the normal blood flow. Bringing them to a manageable level depends on understanding of noise pollution and how to tackle it.

The causes of noise pollution include industrial and construction activities in which big machines produce large/high level of noise. Apart from that, various equipment like compressors, electric generators, exhaust fans, grinding mills also participate in producing big noise. Poor urban planning also plays a vital role. Congested houses, large families sharing small space, frequent fights over basic amenities and the building of places of worship and event centres in inappropriate lay outs also lead to noise pollution which disrupts the environment. The transportation sector in which large number of vehicles with drivers honking their horns indiscriminately on roads, and airplanes flying over houses also contribute to environmental noise that affects the quality of life in a bad way. Social events such as marriage and funeral ceremonies and parties staged on neighbourhood streets and hotels are also a strong source of noise pollution. Sound propagation from places of worship is in addition, a critical source of environmental noise that cannot be overemphasized. It is important to develop and carry out an integrated environmental noise management policy that ensures equilibrium between health protection and socio-economic as well as religious activities in the state through appropriate policy guidelines.

Guidelines

- Educating the public, enhancing community participation, facilitating research, and creating a State noise control strategy to protect the public from the damaging effects of environmental noise pollution.
- All development, implementation and enforcement authorities, local bodies and other concerned authorities while planning developmental activity or carrying out functions relating to town and rural planning shall take into consideration all aspects of noise pollution as a parameter of quality of life to avoid noise menace and to achieve the objective of maintaining the ambient air quality standards in respect of noise.
- The State government should categorize all areas into industrial, commercial, residential or silence areas/zones for the purpose of implementation of noise standards for different areas.
- An area comprising not less than 100 metres around hospitals, educational institutions and courts may be declared as silence area/zone for the purpose of these rules.
- A loud speaker or a public address system shall not be used at night (between 10.00 p.m. to 6.00 a.m.) except in closed premises for communication within, e.g., auditoria, conference rooms, community halls and banquet halls.
- State and local government area councils to incorporate the health effects of noise pollution into comprehensive health impact assessments for future proposals that affect vulnerable populations.
- Using sound proof materials to build places of worship, event halls and other enclosures that can generate environmental noise.
- Outlawing the placing of loud speakers in locations outside of buildings for the purpose of sound propagation.
- Outlawing of indiscriminate use of loud speakers for sound/musical propagation in outdoor ceremonies within neighborhoods.

3.4.6 Water Resources Management

Clean drinking water is becoming a rare commodity in the State. In addition, issues related to water have become an economic and political when issues such as the human population, housing density, and so on are discussed. Industrial development has increased toxins into our rivers, seas and oceans. The toxic pollutants are becoming major threats to human health. The high rate of human needs has put so much pressure on water resources, hence has introduced an increasing degradation of the State's freshwater resources.

Water quality in the state is polluted through the following sources among others;

1. Industrial effluent
2. Textile pollution (dyeing materials)
3. Chemical herbicides, pesticides etc.
4. Oil spillage
5. Thermal pollution
6. Abandoned boats at jetties
7. Abandoned oil facilities equipment (containing metals)
8. Human wastes
9. Corpse and carcass
10. Palm oil spillage
11. Ballast water
12. Sludge from the badges
13. Car wash pollution
14. Pollution from small scale industries
15. Runoff water
16. Religious/Ritual pollution
17. Agro-allied industry
18. General fumigation

Important policy guidelines must be carried out to confront and reduce the occurrences of pollution of the State water resources.

Guidelines:

- Protection and improving water quality by preventing sewage impacts.
- Developing a Vital Area Regulation that is capable of establishing a resource protection program for the Atlantic Coastal Area, with the rivers and their tributaries by fostering more sensitive development activities for certain shoreline areas so as to minimize impacts to water quality and natural habitats; and
- To implement a resource protection program on a cooperative basis between the State and affected local government areas, with local governments establishing and implementing their programs in a consistent and uniform manner subject to State Vital Area Criteria and oversight.
- Controlling construction activities that can contribute to contamination of the streams and rivers and limiting the use of agricultural chemicals along areas in proximity to the Coastal Areas of the State.

- The clear assignment of responsibilities for water resource and pollution management.
- Effective development planning that includes appropriate and adequate storm water management infrastructure within existing and planned developments.
- Appropriate mechanisms to improve the quality of urban run-off in existing and planned communities.
- Standardization of effluent quality, and minimization of effluence into the coastal waters through treatment at source.
- Industries and citizen's education regarding the appropriate quality of discharge of effluent, as well as the quality applicable within the State.
- Organize community based clean-up programs by raising awareness of the impacts of littering and dumping of waste into rivers and streams.
- Citizens and Volunteers shall be encouraged to pick up trash near river beds, lake areas and canals, especially those that are used as drinking sources.
- Protecting and maintaining wetlands to improve the quality of water in rivers and lakes.
- Educating the populace about the relationships among water problems, human health and human activity.
- Direct initiatives to protect water sources by preventing pollution from pipes, canals and cities (municipal wastewater) being dumped into rivers that are used for drinking.
- Communities should be discouraged from dumping their waste into rivers by provision of alternative waste collection mechanism.
- Management of manure and fertilizer use.
- Appropriate measures to protect underground water.
- Water provision and supply should be made a local government affair with each of them empowered to provide mini-water schemes in their areas of jurisdiction with two or more neighboring local governments can also collaborate to provide larger water schemes.
- Multinational companies operating within the territory of Ondo state should also be made to embark on the development of mini-water schemes in their localities for the benefit of the residents following the state's strict environmental regulations.

3.4.7 Sanitation and Health

Sanitation, according to the United Nations General Assembly is one of the basic human rights and a necessity, which contribute to human dignity and quality of life; it is an essential prerequisite for success in the fight against poverty, hunger, infant mortality, and promotion of gender inequality and women empowerment.

Basic services are still not adequately available and accessible to all citizens. The result is that the poor are deprived of a decent and dignifying life style, leading to deteriorating of health and the human environment.

The state policy on sanitation is towards the promotion of a healthy living environment by safe disposal of excrement, encompassing critical components of sanitation services like privacy, dignity, cleanliness as well as a healthy environment through safe disposal techniques; and the promotion of health and hygiene practices in the state.

The policy is a step towards meeting the Sustainable Development Goals and targets whereby the proportion of people without sustainable access to improved sanitation will be reduced by half, by the year 2019 and 100 percent of the population will be served by 2025 with improved sanitation. It is expected that the above objective will be attained through the following guidelines.

Guidelines

- Promotion of sanitation related issues and mitigation measures in the mass media by the state and local government.
- Rewards for all “open defecation and illegal dump site free” town and villages; for achieving “100 per cent sanitation coverage of towns”; the cleanest towns” as well as rewards for the “cleaner industry”.
- Establishment of a State Sanitation Policy committee comprising representatives of the public and private sector as well as civil society organizations to develop a strategy for the implementation of the state sanitation policy and for the coordination between the various sectors involved in sanitation related issues.
- Regulations regarding the building of public toilets along with their specifications shall be developed by the State government and implemented by the local governments. This shall be a priority for all public use open spaces and public buildings.
- An inventory of towns and industrial areas will be prepared.
- The development of any existing land use into another shall be allowed only after the necessary approvals have been given to the developers.
- Put in place appropriate management of domestic waste water.
- Development of public pay toilets in communities of high population in the state.

Conservation and Sustainable Use of Biodiversity:

The spread of different terrestrial species of plants, insects and animals which represents a high biodiversity value in the State has been under threats of extinction as a result of different practices and lifestyles like illegal hunting, deforestation, poaching, bush burning, overgrazing, encroachment, trade in bush meat (venison), etc. Biological diversity is simply the multiplicity (number and variety) of species of plants and animals that live within a specific region.

There has been growing concern about illegal activities, non-beneficial use of land in forest reserves and marine environments in the State.

The policy objective on conservation of biodiversity in the state is therefore to ensure preservation of natural resources with a view to ensuring the sustainability of the ecological system as a whole. Measures must be put in place to address the scourge of losses of the contents of the overall natural environment; and measures to ensure sustainability of the biodiversity in the state.

Guidelines:

- Protection and preservation of floral heritage sites.
- Planting of trees to restore deforested land and community sacred forests.
- Sustainable forest management.
- Minimize adverse impacts of development on water quality that result from pollutants that are discharged from structures or run off from surrounding lands;
- Conserve fish, wildlife, and plant habitats; and
- Establish land use policies for development in the envisioned area that shall be defined as Vital Areas which accommodate growth.
- Inclusive in the established Land Use policies are factors that address the environmental impacts that the number, movement, and activities of people may have on the different areas of the State.
- Generating social benefits and poverty reduction through proper forest governance.
- Acquisition and designation of green areas by the State and LGAs.
- Protecting existing forests from overharvesting of products.
- Preventing excessive deforestation and indiscriminate logging.
- Protecting grasslands in high altitude places.
- Regulate land uses and ensure consistent land uses within areas that can accommodate specific land uses and natural resources consumption.

- Outlawing of bush burning.
- Safeguarding the interest of the local and forest dependent people and animals.
- Introduction of community pasture management in the northern part of the State to prevent overgrazing.
- Limiting hunting in the forest reserves so as to sustain the existence of wildlife.
- Protection of wild habitat by setting aside locations.
- Promotion of awareness about the importance of nature and biological diversity.
- Promotion of no hunting zones for the protection of wild habitat.
- Awareness through media and schools about species loss and extinction.
- Discouraging and prohibition of illegal trade in hides and skins.
- Community participation in management of forest reserves.
- Identification and protection of wetlands and fragile ecological systems.
- Outlawing of public grazing land and movement of animals such as cows in neighborhoods to be prohibited.

3.4.8 Agriculture and Land Use

Population increase will continue to require increasing use of some naturally scarce and limited resources in the State. Intensive land use for agriculture to produce food tends to be damaging the environment through the use of chemical fertilizer, pesticides and insecticides. In addition, the State forest resources which are natural sinks of carbon dioxide and which produce fresh oxygen as well as helps in regulating temperature and rainfall are being irrationally and unsustainably consumed. The act of deforestation, which simply means the clearing of green and making land available for residential, infrastructural, industrial, or commercial purposes, is a threat to the sustainable capacity of the environment. This point cannot be overstated in that the phenomenon is becoming visibly obvious in most areas of the State. In view of the above, it has become imperative that a well-coordinated and holistic land use plan with realistic policy arrangements must be instituted to save the State land from further degradation and depreciation while maintaining sustainability of land resource for development into the future.

Policy guidelines must be instituted towards this end.

Guidelines:

- Deliberate establishment of green areas or forest reserves in each of the three geopolitical zones of the State.
- Practice of carbon farming or growing of perennial crops/plants capable of capturing carbon dioxide that is already in the atmosphere.

- Establish the institution for Sustainable Farm Management practices aimed at reducing threats to soils as the result of climate change. This will be enhanced by developing development options that will increase soil organic carbon (SOC) in the State. The effort to increase SOC is known as soil carbon sequestration.
- Enhancing plant residues and root inputs to soils.
- Increasing the quantity of organic matter soil inputs such as manure and compost.
- Minimizing soil tillage so as to reduce soil erosion.
- Encouraging farmers to use appropriate combinations of crop rotations, residue management, composting, cover crops, and regenerative agriculture.
- Demonstrating the long-term benefits of regenerative agricultural practices which enhance Soil Organic Carbon (SOC) and indirectly fights climate change, mitigate drought conditions, infuse better nutrition in food, and increase crop yields.
- In view of all of the above, healthier soils will help feed more people into the future.
- In areas particularly affected by deforestation, a certain proportion of the annual budget should be set aside for afforestation and forest development.

3.4.9 3.4.9 Flood Control and Management

Ondo State has experienced urban flooding as well as areal, riverine, and estuarine or coastal flooding in recent years. The primary effects of flooding in the State include loss of life, damages to buildings and other structures, roadways, and canals. Lack of clean water combined with human sewage in flood waters raises the risk of waterborne diseases and many other diseases depending upon the location of the flood. Flood waters typically inundate farm lands, making the land tracts unworkable and preventing crops from being planted or harvested. Other secondary and long-term effects of flooding also include economic hardship and psychological damage to those affected, in particular where deaths, serious injuries and loss of property occur. Urban flooding has further created chronically wet houses, which are linked to increases in respiratory problems and other illnesses. Some communities that have suffered from flooding include the coastal areas of Ode-Irele, Ode-Aye, Igbotako, Ilutitun, Ogbese and so on.

In order to reduce the occurrences of flooding in the state, proactive, fused and cohesive environmental protection guidelines must be strictly followed.

Guidelines:

- Proper observation and accurate data must be generated on previous and present flood heights and inundated areas in the State.
- Mapping of inundated areas and flood heights for future flood scenarios to be done and made available to the general public.
- Strict long-term land use planning and regulation must be followed.
- Engineering design and construction of structures to control or withstand flooding must be prioritized.
- Short- and intermediate-term monitoring, forecasting, and emergency-response planning must be part of the operational guidelines for the Ministry of Environment.
- In areas that are prone to urban flooding, one solution is the repair and expansion of man-made sewer systems and storm water infrastructure.
- Reduction of impervious surfaces in streets, parking lots and buildings through natural drainage channels, porous paving, and wetlands. This is one of the major criteria in the implementation of the Vital Area regulations where to the extent practicable, future development in the Vital Area shall use cluster development as a means to reduce impervious areas and to maximize areas of natural vegetation to avoid flooding.
- Areas identified as flood-prone should be converted into parks and playgrounds that can tolerate occasional flooding.
- Ordinances or regulations should be adopted to require developers to retain storm water on site and require buildings to be elevated, protected by floodwalls and levees, or designed to withstand temporary inundation.
- Awareness generation to ensure that property owners invest in solutions themselves, such as re-landscaping their property to take the flow of water away from their building and installing rain barrels, sump pumps, and check valves.
- Comparable to the above in the Vital Area regulation, lot or parcel of land that is one-half of acre or less in size, total impervious surface area should not exceed impervious surface limits which is not more than twenty-five percent (25%) or five hundred square feet (500 square feet), whichever is greater;
- For a lot or parcel of land that is greater than one-half acre and less than one acre in size, total impervious surface area should not exceed impervious surface limits as specified in the regulations regarding development in the urban areas.
- Regulating the layout of new development areas at risk by legislation, calling for a systematic appraisal of potential natural dangers, and taking these into account when defining areas that can be built on, and when granting planning permission.
- Issuing regulations banning building, residing in, and access to identified risk zones

and implementing specific protective systems such as alarm signals.

- Ecological baseline data must be generated and proper environmental impact assessment carried out at all flood prone areas before any major construction project can be executed.

3.4.10 Erosion Control and Management

Closely related to flooding, is another phenomenon, erosion, which is the action of surface processes (such as water flow or wind) that remove soil, rock, or dissolved material from one location, transporting them to another location. While erosion is a natural process, human activities have increased the rate of erosion significantly in the State. Erosion causes decreases in agricultural productivity and increases in ecological collapse, which invariably has adverse effects on sources of livelihoods and in deepening poverty rate among the people. Coastal towns in the south senatorial district as well as major towns in the North and Central Senatorial Districts like Owo, Ikare, Ondo, Akure, and so on, have been badly affected by erosion in the past. It is therefore highly imperative to address this destructive natural phenomenon with comprehensive policy initiatives and actions for erosion control with a view to achieving sustainable development. This will especially require developing/designating a stretch of space as “Vital Area” for concentrated policy implementation at the highly erosion-prone coastal regions in the State.

3.5.0 THE VITAL AREA:

The concept of delineating as much area as possible along the rivers shoreline and Oceanic Coastline in the State as "Vital Area" (which is suggested to be under the supervision of the Governor’s Office) means all lands and waters defined below. They include:

- (a) All waters of and lands under the Rivers and its tributaries that drain into the Atlantic coastal area to the head of tide as indicated on the National wetlands maps and all State and private wetlands;
- (b) All land and water areas within 50.00 meters (1,500 feet) beyond the landward boundaries of State or private wetlands and the heads of tides; and
- (c) Modification to these areas through inclusions or exclusions proposed by local Government Areas or jurisdictions including towns, cities, and villages approved by the Vital Area Commission.



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3.6.0 REGULATED ACTIVITIES AND APPLICABILITY: Any applicant for a permit or license to pursue activities within the Vital area, including but not limited to, development or redevelopment, grading, sediment and erosion control, timber harvesting, shoreline erosion control, installation of a septic system and drain field, operation of a waste collection or disposal facility, operation of a commercial or private marina or other water-related commercial or industrial operation (whether public or private), mining (whether surface or sub-surface) or quarrying, farming or

other agriculture-related activities shall have such permits or licenses issued by the State or Local Government Area Chairman after review and approval under the LGA's Vital Area Program.

3.7.0 SHORE EROSION PROTECTION WORKS:

(a)Definition: Shoreline erosion protection works means those structures or measures constructed or installed to prevent or minimize erosion of the shoreline in the Vital Area. The use of structural devices to protect the shoreline from erosion can result in a significant disturbance to the aquatic environment and increase erosion downstream. This section sets

forth a plan for limiting the use of structural erosion control devices to only those areas where major erosion problems exist. As an alternative to structural erosion controls, the Local Government Area shall encourage the use of non-structural erosion controls such as marsh-land creation, maintenance of buffer zones, and the establishment of natural barriers to prevent intrusion on fragile vegetated shorelines.

(b) General Policies: In protecting shore areas from erosion, the Local Government Areas shall follow the following policies:

- (1) Encourage the protection of rapidly eroding portions of the shoreline or river banks in the Vital Area by public and private landowners;
- (2) Where such measures can effectively and practically reduce or prevent shore erosion, encourage the use of non-structural shore protection measures in order to conserve and protect plant, fish and wildlife habitats.

(c) Identification: The LGAs shall survey the land areas along rivers and their tributaries to identify those areas where erosion is occurring and where erosion control would or would not be needed. Areas where non-structural erosion control devices could be effectively used shall be identified as well as areas where erosion is so severe that only structural measures could be effectively used to control the erosion. The area to be surveyed shall consider the following criteria and shoreline characteristics:

- (1) Areas where no appreciable erosion exists;
- (2) Areas where appreciable erosion appears and where non-structural measures would be practical and effective; and
- (3) Areas where appreciable erosion appears and where non-structural measures would not be practical in controlling erosion.

(d) Standards for Erosion Protection: The Local Government Areas shall require that each application for shore erosion protection meet the following standards:

- (1) Structural control measures shall only be used in areas where appreciable erosion occurs and where non-structural measures would not be practical or effective in controlling erosion;
- (2) Where structural erosion control is required, the measure that best provides for conservation of fish and plant habitat, and which is practical and effective shall be used;

(3) Non-structural measures shall be utilized in areas of erosion where they would be practical and effective method of erosion control;

(4) Structural erosion measures shall not be encouraged in areas where no significant erosion occurs;

(5) If significant alterations in the characteristics of a shoreline occur, the measure that best fits the change may be used for sites in that area.

(e) Shoreline Changes: If the LGA recognizes that storms and other natural events may change current or existing shoreline erosion patterns, hence, there shall be the need for land use regulations. As such, an individual may request the use of a structural erosion control device in an area currently designated for non-structural controls. This request to the LGAs must be accompanied by documentation which identifies the specific location of the site to be protected and a description of the event or events which has led to the change in the erosion pattern.

(f) Process: The LGAs, in reviewing any application for a permit for structural erosion control devices, shall refer the application to the State Ministry of Environment and/or to the Department of Natural Resources for field verification of the need for the structural erosion control as well as for recommendations on proposed erosion control mechanisms.

(1) Any application made to the State or Local Government Areas for the installation of an erosion control device must, at a minimum, include the following information:

- i. Photograph of erosion problem;
- ii. The specific location of the site on Ondo State topographic map;
- iii. Soil type and erodibility; and
- iv. Proposed and existing land use (s).

(2) Applications must include appropriate authorization from the Ondo State Ministry of Environment or the most regulatory-responsible agency such as Ministry of Natural Resources.

(3) For shore erosion control projects that involve clearing of natural vegetation within the Vital Area or the Buffer Areas therein, applicants shall be required to replant in natural vegetation in the impacted areas of the Buffer.

Other relevant guidelines under this crucial sector include:

Guidelines:

- There shall be planting of cover crops for erosion control. "Cover crop" means the establishment of a vegetative cover to protect soils from erosion and to restrict pollutants from entering the waterways. Cover crops can be dense, planted crops of grasses or legumes, or crop residues such as corn, millet, groundnut, or soya-bean debris which maximize infiltration and prevent runoff from reaching erosive velocities.
- Installation of erosion control blankets where appropriate.
- Local government councils must be required to implement storm water runoff management programs in all the urban locations.
- Ecological baseline data must be generated and proper environmental impact assessment carried out at all erosion-prone areas before any major construction project can be permitted for executed.

3.8.0 ESTABLISHMENT OF COMMISSION FOR COASTAL AND RIVERINE/MARINE MANAGEMENT

There is need to formulate a comprehensive land use Act or regulation bonded with criteria that are technically and scientifically associated to ensuring the intents of a Coastal Zone Vital Area Regulation.

(a) Intent of the Vital Area regulation (or Act) is in response to growing concerns over the decline of the quality and productivity of the waters in the Coastal Zone and the tributaries that flow or drain into the Atlantic Ocean of which Ondo State has a lengthy expanse of sensitive coast-land, natural resources and eco-system. The observed environmental or ecological decline was found to have resulted, in part, from the cumulative effects of human activity and land-uses that have caused increased levels of pollutants, nutrients, and toxins, and also from declines in protective land uses such as forest land and agricultural land within the State Coastal Zone. The coastal zone and the rivers shorelines and their tributaries shall be inclusive in the Vital Area because these areas were observed or have been identified to be experiencing serious and similar environmental decline, especially in water quality, land degradation (soil erosion), deforestation and human encroachments resulting from land uses and physical development.

(b) Purpose of the Vital Area Act or Regulation. The State Law-Makers shall be encouraged and co-opted to enact the envisioned “Vital Area Act” or Law for the following purposes:

- (1) To establish a resource protection programme for the Rivers and their tributaries that drain into the Atlantic Coastal Area, including the Lagoons, Bays and their tributaries by fostering more sensitive development activities for certain shoreline areas so as to minimize impacts to water quality and natural habitats; and
- (2) To implement a resource protection programme on a cooperative basis between the State and affected Local Government Areas (LGAs), with local governments and Communities such as those within Senatorial Districts, Estates, Subdivisions, Townships and establishing and implementing their programmes in a consistent and uniform manner subject to State formulated Criteria and oversight.
- (3) To develop a Programme bounded by legislatively provided Programme requirements which are applicable with rational, scientifically proven criteria, and legally supported processes to be approved by the State Commission and implemented by specifically guided parameters at the LGA level using the concept of Best Management Practices.

"Best Management Practices (BMPs)" in this regard means conservation practices or systems of practices and management measures that control soil loss and reduce water quality degradation caused by nutrients, animal waste, toxics and sediment. Agricultural BMPs include, but are not limited to, strip cropping, terracing, contour stripping, grass waterways, animal waste structures, ponds, minimal tillage, grass and naturally vegetated filter strips, and proper nutrient application measures. BMPs shall dominate the land-use and spatial development processes and practices in the Vital Area that are sensitive to misuses and abuses.

(c) Goals: The goals of the Vital Area Programme are to accomplish the following:

- (1) Minimize adverse impacts on water quality that result from pollutants that are discharged from structures or run off from surrounding lands;
- (2) Conserve fish, wildlife, and plant habitat; and
- (3) Establish land use policies for development in the Vital Area which accommodate growth as well as address the environmental impacts that the number, movement, and activities of people may have on the area.



3.10.0 ENVIRONMENTAL GOVERNANCE AND MANAGEMENT IN ONDO STATE

Environmental governance in Ondo State is fragmented horizontally with mandates vested in different, separate and mostly autonomous functioning agencies (MDAS). While some of the MDAs have direct environmental responsibilities, others by implication, take decisions that have diverse and sometimes adverse impacts on the environment in the state.

Among those with direct environmental responsibilities are the Ministry Environment and Mineral Resources, Ministry of Agriculture, Ministry of Natural Resources, Ministry of Works, Ministry of Housing and Urban Development, Waste Management Board, the Water Board, the Ministry of Tourism and some others.

Some of these responsibilities are as outlined below:

Ministries, Departments & Agencies	ENVIRONMENTAL AUTHORISATION AND RESPONSILITIES
Ministries Of Housing & Urban Development	<ol style="list-style-type: none"> 1) Issuance of land use clearance in respect of applications for major developments such as petrol filling station, industrial plants, saw mills, housing estates, banks, schools, places of worship, hotels, shopping complexes, event centres, etc. 2) Carrying out of studies to proffer solution to identified planning problems such as traffic congestion, flooding, urban sprawl, ecological problems, etc. 3) Initiation of policy guidelines and strategies of curtailing the growth of slums. 4) Preparation of slum upgrading and redevelopment plans.
Ministry of Works	Issuance of permit for construction work
Ministry of Natural Resources	Control of logging activities
Ministry of Agriculture	Use of chemicals in farming
Ministry of Commerce And Industry	Permit for establishment of industries and factories
Ministry Of Education	Approval for schools and development of curriculum.
Local Government	Waste management, approval of abattoirs, sanitation, etc.

OSOPADEC	1) Liaises with the federal and state government authorities on the control and effective methods of tackling the problems of coastal erosion, oil pollution, spillages and other environmental problems in the state.
Ministry of Justice	Provides legal representation for the Ministry of the Environment. Prosecution of offenders in the state.
Waste Management Authority	<ol style="list-style-type: none"> 1) Rids the state of refuse through regular collection from homes, establishments and other designated areas. 2) Establishes and maintains approved sanitary land fill sites within the state for disposal of wastes. 3) Complements or takes part in the organisation, monitoring and supervision of environmental sanitation campaigns. 4) Sets guidelines for waste scavenging and recycling in order to generate revenue. 5) Ensures and causes the removal of sludge in individual residences, commercial institutions, industrial places, etc. 6) Inspects, ensures, and enforces the provision of toilets at individual residences and other designated areas. 7) Designs, constructs, maintain and manage public toilets.
Ministry of Health	Hospital waste, Health policy
WATSAN	<ol style="list-style-type: none"> 1) Erection of sanitary facilities in primary schools and health centres. 2) Promotion of the construction and use of household latrines. 3) 'Faecal' management 4) Community-led total sanitation, i.e., the community's analysis and proffering of solutions to its environmental challenge(s). 5) Hygiene education and promotion.

The implication of the above is the prevalence of independent, disjointed and uncoordinated decision-making processes which breeds duplication of governance efforts, overlapping and

conflicting policies, tools and environmental control instruments. It also leads to delays in execution, conflicting conditions in authorization, inconsistency in government policies on environment, absence of public participation in the authorization process, ineffective or failure of environmental governance and worst of all, a multiple taxation burden on the people of the state.

It is not a wonder therefore that the above current state of governance of the environment sector promotes the usual tensions between the environment and development. These include urban growth, illegal land uses like encroachment on open spaces, deforestation, habitat loss, air pollution, and pressure on existing infrastructure, waste, pollution of ground and surface water and others.

The Need to Mainstream Environmental Governance

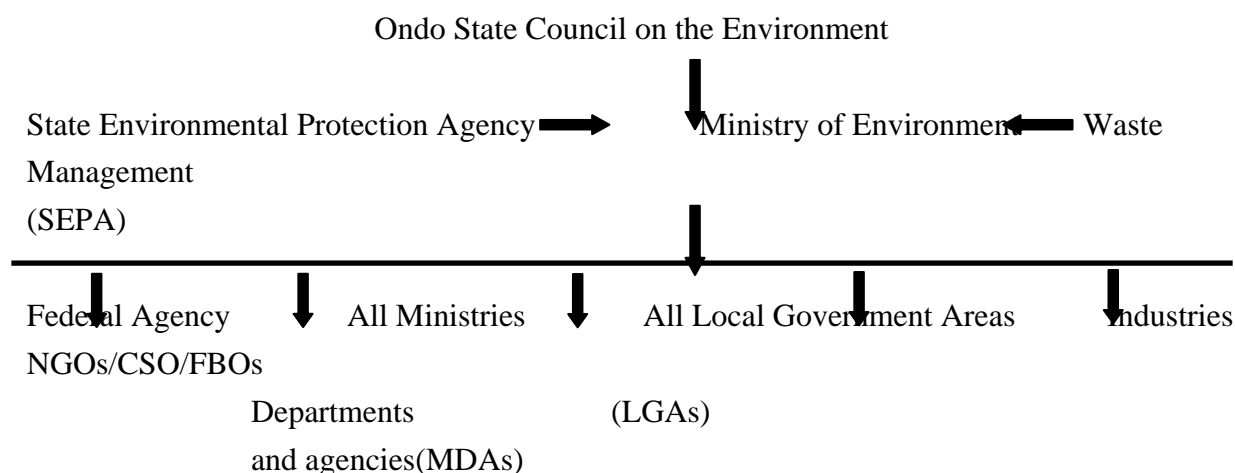
Mainstreaming environmental issues in Ondo State is a commitment that will enable the state to set some guidelines and principles of action towards environmental protection. This provides a framework for addressing environmental issues across sectors. It also represents a working plan and commitment to sustainable development and environmental sustainability by all role players and stakeholders in environmental governance in the state.

The need for this policy shift is informed by the need to promote effective governance of the environment in line with standard global practice.

Suggested Institutional Management for Effective Environmental Governance and Control in Ondo State

This suggested framework will ensure collaboration, cooperation, coordination and integration. The framework will also help in the identification of key players in environmental governance and allocation of responsibilities.

3.11.0 SUGGESTED FRAMEWORK FOR ENVIRONMENTAL GOVERNANCE IN ONDO STATE



3.11.1 Establishment and composition of Ondo State Council on Environment

- i. The council shall comprise of on representative from each of the MDAs and other relevant stakeholders.
- ii. The chairman of the council shall be the Commissioner of Environment.
- iii. The secretary to the council shall be the director of pollution or of environment from the Ministry Environment.
- iv. A member of the state House of Assembly shall be a member of the council

3.11.2 Functions of Ondo State Council on Environment

- i. To design and regularly review road maps that will guide the operations of all MDAs and other stakeholder in environmental governance.
- ii. To serve as a platform for collaboration of all relevant MDAs and stakeholders.
- iii. To formulate policies on environment and sustainable development issues.
- iv. To consistently review environmental policies.

3.11.3 Other Relevant Stakeholders and their Responsibilities are:

Agency/Organization	Environmental Responsibilities
State Environmental Protection Agency	Enforcement and monitoring
NGOs/CSOs/FBO	Sensitization and awareness, monitoring, consultancy, Research
Water Board	Quality control of water
Signage Agency	Control of advert placement
Local government	The local council's area environmental control and sanitation.

For sustainability of representation at the council, there shall be a committee on environment for each MDA. The chairman of such committee shall be the representative of the MDA at the State Environmental council level.

Integration of Encroachers as well as Control and Prevention of Further Encroachment of Forest Reserved Areas and Oil Palm Plantations in Line With Climate Change Mitigation Principles

Integrating the encroachers, control and preventing of further encroachment of forest reserved areas in line with climate change mitigation principles should be a priority that government should pursue as it will prevent social unrest in the affected areas as government comes in to regulate and control activities. It will also significantly boost government revenue. This can be carried out by:

1. Enumeration of all farmlands and farming activities in the encroached areas.
2. Rigid enforcement of regulation to prevent further encroachment.
3. Introduction of annual charges in the encroached areas for identified farmers.
4. Creation of community committees for control and management of activities within the areas and to monitor revenue collection.
5. Introduction of appropriate species of trees that can grow with the crops in the farmlands.
6. Adoption of cocoa and other economic trees as carbon sinks in line with the principles of REDD (Reduction of Emission from Deforestation) on mitigation of climate change.

3.11.4 Critical Policies for Effective Environmental Control and Governance in Ondo State:

Advocacy

- i. Environment related issues should be incorporated into schools' curriculum (primary, secondary, tertiary).
- ii. Aggressive environmental campaign through media houses and other stakeholders, e.g., NGOs, CBOs.
- iii. Sensitization of communities on environmental management.

Enforcement

- i. Upward review of penalties environmental offenders.
- ii. Local Government level environmental taskforce should be set up.
- iii. Establishment of state Environmental Protection Agencies and enactment of enabling law.
- v. Establishment of an autonomous Environmental Impact Assessment (EIA) committee.
- vi. Establishment of Environmental Protection Corps to be designated as “Green Bees” to monitor, ensure compliance and enforce regulations speedily and with accuracy in line with standing regulations. The well kitted “Green Bees” for instance, will ensure that people comply with environmental laws during rainfalls by preventing people from dumping refuse into streams, rivers, channels, culverts and generally on land surfaces.

Monitoring

- i. Establishment of environment desks with appropriate desk officers in all MDAs.
- ii. Use of neighbourhood watch for monitoring.
- iii. Involvement of NGOs, CBOs, pressure groups and religious organisations in monitoring the environment.
- iv. Regular transmission of reports from monitoring should be forwarded to the state council on environment for further action.

Technology

- i. Develop an on-line authorisation method for all developmental projects.
- ii. Provision of modern equipment on environmental assessment.
- iii. Develop a geographic information system (GIS) laboratory.
- iv. Appropriate technology options for waste recycling with private sector participation.

Financing

- i. Strict adoption of the Polluter Pays Principle (PPP).
- ii. Increment of budgetary allocation to the environmental sector.
- iii. Sourcing of funds from international and national organizations, e.g., UNEP, WHO, UNPP.
- iv. Improved public-private partnership through incentives.
- v. Partnership with local and international non-governmental organizations through which grants and aids can be gained.

3.12.0 CHALLENGES

The main challenge in the making of this report is the lack of comprehensive and accurate data and records. Also, the Ministry of Environment and Mineral Resources was unresponsive in sharing information regarding their past and current activities and departmental briefs.

3.13.0 CONCLUSION

The environment is a component that must be seen and treated within the context of development. The current rapid expansion of population and human economic activities place tremendous pressures and threats on the environment and so require constant oversight to ensure that environmental resources are properly protected, managed, harnessed and utilised. It is not only paramount for government to protect the environment but to also work with other partners in society locally and globally towards securing its future sustainability. Effective environmental governance and management in the environmental sector is also a key to achieving at least seven of the 17 Sustainable Development Goals set by the United Nations, of which Nigeria (and ditto Ondo State) is a signatory. Goal 6 (clean water and sanitation), Goal 7 (affordable and clean energy), Goal 11 (sustainable cities and communities), Goal 12 (responsible consumption and production), Goal 13 (climate action), as well as Goals 14 and 15 which focuses on water and land resources respectively are vital and inter-related to the new administration's mandate to carry out action policies on the environment or environmental sustainability – knowing fully well as well that better environmental management and development will reduce the impacts of poverty and bad health on our communities. Goal 9 (industry, innovation and infrastructure) is also pertinent to this mandate.

Means of implementation of the policy goals and objectives in the environmental sector includes sharing responsibility and enhancing environmental governance; legislative and policy reform; sector performance and accountability; mainstreaming the environment into strategic development planning and decision making as well as streamlining environmental issues into large scale public events through advocacy; providing support and building capacity; promoting compliance and strengthening enforcement; improving environmental information for decision making; communicating and raising awareness as well as increasing citizen/community participation; and last but not least, financing the sector appropriately through both government efforts and in partnership with multilateral foreign donor agencies.

**FOUR YEAR WORK PLAN
2017 -2020
PROGRAMMES AND PROJECTS**

LAND (14 PROGRAMMES)

1. Identification of the level of IT compliance within MDAs with respect to land matters.
2. Acquisition of IT equipment for land matters.
3. Recruitment of skilled manpower to enhance the performance of MDAs with respect to land matters.
4. Enumeration and numbering of tenements and classification of areas according to densities within the state.
5. Public enlightenment and mass mobilization on land use charge and other land charges.
6. A bill to be submitted to the House of Assembly to introduce land charges and reformed land use charge.
7. Production of a new Housing policy that encourages high rise buildings to optimize land use.
8. Production of a digital mapping and satellite images of the state.
9. Designation of land within the state into urban and non-urban land for better land administration.
10. Training and re-training of professionals within MDAs dealing with land to enhance productivity.
11. Constitution of land use allocation committee/land use advisory committee in the state.
12. Review and integrity audit of government acquired lands.
13. Procurement of titles for public institution's lands.
14. Summit on land reform.

HOUSING (9 PROGRAMMES)

15. Establishment of an agency in the Governor's office to superintend housing programmes and opportunities.
16. Provision of sites and services.

17. Revitalisation of development control offices across the eighteen (18) Local Government Areas.
18. Urban renewal in major towns.
19. Preservation and maintenance of structures of historical importance.
20. Development of New Towns with green belts
21. Amnesty programme for owners of physical developments to regularize and document their developments with billions of naira worth of IGR for government.
22. Provision of modern public cemeteries and toilets.
23. Keying into the billion naira opportunity from the National Housing Scheme.

ENVIRONMENT (11 PROGRAMMES)

24. Mainstreaming environmental protection as a framework for addressing environmental issues across all sectors.
25. Comprehensive environmental law for Ondo State.
26. Development of environmental related activities towards achieving UN's Sustainable Development Goals and the Governor's Five Point Agenda.
27. Integrated waste management policy.
28. Establishment of environmental monitoring and enforcement corps ("the Green Bees").
29. Outlaw of open grazing and open rearing of animals.
30. "Vital Area" programme development and ecotourism sites' development.
31. Renewable energy (hydro, wind, etc.) exploitation to increase power generation potentials across the state for economic sustainability.
32. Restructuring of the Ministry of Environment and Mineral Resources.
33. Passage by the state of an Environmental Impact Assessment (EIA) law (not covered by the national EIA Act) for the prevention and mitigation of environmental disasters.
34. Integration of forest land encroachers (as well as control and prevention of further encroachment of forest reserved areas and oil palm plantations).

FIRST 100 DAYS

1. Identification of the level of IT Compliance within MDAs with respect to land matters.
2. Establishment of an agency in the governor's office to superintend housing programmes.
3. Summit on land reforms involving all stakeholders.
4. Establishment of the state council on environment.
5. Sending bills to the House of Assembly to:
 - a. Prohibit public grazing outside of registered or enclosed grazing areas in Ondo State.
 - b. To harmonise charges, rates and development levies on land use tenements and environmental management fees.
 - c. Establish the 'Vital Area' programme and a commission on coastal zone management.
 - d. Establish environmental and enforcement corps known as 'Green Bees'.
6. Identification of the manpower needs within the MDAs responsible for Land, Housing and Environment.
7. Enlightenment and sensitisation of the public on new policy directions on Land, Housing and Environment in areas such as:
 - a. Implementation of land use charge and other levies;
 - b. The moratorium period for registration and perfection of title documentation with respect to physical developments without such documents.
 - c. The establishment of environmental monitoring and enforcement corps called "Green Bees".
 - d. Encouraging the people in the state to tap into the billions of naira available through the National Housing Scheme.
8. To begin mass enlightenment on renewable energy to increase power potentials across the state.
9. To set up a machinery or committee to begin the process of restructuring of the MDAs in Land, Housing and Environment with particular emphasis on separating/taking Mineral Resources from Environment.
10. Upgrading of dilapidated road infrastructure in all abandoned housing estates across the state.

YEAR 2017

1. Begin enumeration and numbering of tenements and areas requiring urban renewal.
2. Purchase of IT equipment for MDAs with relation to land matters.
3. Recruitment of skilled professionals to fill existing vacancies as well as new vacancies that may be created as a result of new policies.
4. Implementation of resolutions of the land reforms summit.
5. Constitution of Land Use Allocation Committee and Land Use Advisory Committee.
6. Establishment of State Council on Environment.
7. Special training programmes for all relevant MDAs with respect to environmental protection issues.
8. Training programmes for all MDAs related to Land, Housing and Environment with respect to IT compliance.
9. Begin the process of appointment of consultants for the digital mapping and satellite imaging of the entire state.
10. Reconstitution of Waste Management Board to give room for:
 - (a) Private Sector Participation.
 - (b) Community Participation.
 - (c) NGO participation.
11. Identification and creation of appropriate sites for the construction of modern landfills across the state.
12. Designation of the land in the state into urban and non-urban areas by the Land Use Allocation Committee.
13. To direct the Ministry of Housing and Urban Development to draw up a policy that encourages high rise buildings to optimize land use.
14. Constitution of a committee of professionals to draw up a new regime of land charges and its implementation.
15. Implementation of the Amnesty Programme to allow people to regularise the building plan, Certificate of Occupancy and other documents for their physical developments.
16. Constitution of Board/Commission for Ecotourism and Coastal Development and Management.
17. Resuscitation of the state's recycling plant.
18. To direct all MDAs to identify appropriate foreign multilateral donor agencies that can collaborate and assist them in their areas of operation.

-
19. Begin phase 1 of satellite imaging and cadastral.
 20. The Agency established for housing in the Governor's office shall:
 - (a) Begin in the invitation of private developers;
 - (b) Invite buyers including those in Diaspora;
 - (c) Engage in public enlightenment of its activities.
 21. Resolution, survey and demarcation of interstate boundaries with neighbouring states to avoid loss of revenue in oil fields and forest reserves.
 22. Inculcating into the annual budget funds for planting of trees/afforestation programme.
 23. Enforcement of the regulation mandating the planting of six trees to replace everyone pulled down.
 24. Appropriate species of the trees for planting to be made available to the farmers.
 25. Integration of encroachers and preventing further encroachment in forest reserves and oil palm plantations.

YEAR 2018

1. Creation of additional recycling plants in collaboration with private sector investors to turn waste to wealth and to create jobs.
2. Appointment of private sector operators in managing newly created modern landfills.
3. Design and creation of new towns in designated areas like Akungba, Ore, Okitipupa, etc.
4. Implementation of the new land charges regime.
5. Creation of the “Green Bees” environmental protection and monitoring corps.
6. Implementation of the Diaspora housing scheme.
7. Begin implementation of the high rise building policy.
8. Establishment of an agency to develop biogas energy system to power rural areas and industrial parks.
9. Begin the development of vital area programme on the coastal belt of the state.
10. Continue the integrated waste management system by its extension to all Local Government Areas.
11. Follow up on the recommendations of the MDAs, with respect to sourcing funds from multilateral donor agencies to carry out their mandates.
12. Implementation of reports for committee set in 2017:
 - (a) Land Use and Allocation Committee.
 - (b) Committee on Enumeration of Tenements.
 - (c) Committee on Land Use Charges.

YEAR 2019

1. Development and completion of facilities in the new towns.
2. Review the activities in the MDAs especially with respect to:
 - (a) IT compliance with the MDAs.
 - (b) Progress on the new land charges regime.
 - (c) Training and re-training of staffs.
 - (d) Adequacy of professionals in the MDAs.
 - (e) Development of landfills and integrated waste management systems.
3. Evaluation, Monitoring and Impact Assessment of new government policies and programmes in the Land, Housing and Environment sectors.
4. Evaluation of the progress with respect to:
 - (a) Satellite imaging/mapping and cadastral.
 - (b) Foreign donor multilateral agencies participation and funding in the schemes.
5. Begin Phase 2 of satellite imaging and cadastral.

YEAR 2020

1. Full implementation of all projects and programmes.
2. Monitoring and Evaluation and Impact Assessment of all existing projects and programmes.

WOMEN AFFAIRS AND SOCIAL DEVELOPMENT

SUBMITTED BY

SUB-COMMITTEE ON WOMEN AFFAIRS AND SOCIAL DEVELOPMENT

DR. YEMI MAHMUD-FASOMINU
CHAIRMAN

MRS. MORIN OLANIPEKUN
SECRETARY

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

This report was commissioned to have an in-depth evaluation of the current economic and socio-political situations of the women, the social welfare services available for the elderly, the women, the children, the physically challenged, the less privileged and the destitute in Ondo State with a view to developing a detailed sectoral policy and programme, tagged “Blueprint to Progress (2017-2021)” for effective service delivery on the Women Affairs and Social Development.

The harsh living conditions of the citizens calls for the concern of public and spirited individuals, organizations and government at this period of dwindling economic fortunes. The non-availability of sustainable means of livelihood is a key causative factor for poverty. The most hit segment of the society are women, aged, children and persons living with disabilities. Therefore, this report outlines strategies aimed at addressing problems faced by this disadvantaged group for a better living; THE ULTIMATE GOAL OF A GOVERNMENT OF THE PEOPLE.

The report stresses the importance of the monthly women assembly as a veritable means for economic empowerment, education, political education and women health as well as dissemination of government programmes. The urgent need for WOMEN DEVELOPMENT FUND to ease credit access is equally stressed. The importance of cluster businesses in fashion designing, agriculture, cassava, plantain and oil palm processing for women to enjoy economies of scale is emphasized. The report feels that the resuscitation and upgrading of the Skill Acquisition Centre in the Ministry of Women Affairs and Social Development should be given priority attention.

The establishment of WOMEN DEVELOPMENT CENTRE would create opportunity for a well-structured organ that will coordinate the developmental activities of the women in the areas of skill acquisition, organization of seminars and conferences, accessing loans and grants and serve as a window for showcasing the products made by women in the state. The report, therefore, emphasizes the need for it.

The report equally stresses the issue of child SURVIVAL, PROTECTION, PARTICIPATION AND DEVELOPMENT to enable them attain their full potentials. The state’s Children Home should be given a face lift. Ondo State should fill its vacant position at the National Children’s Parliament, while that of Ondo State should be operational.

The elderly should be given the desired attention, bearing in mind that at a certain period of their lives, they had contributed their quota to the development of their father land. To this end, A WELL SUPERVISED DISTRIBUTION OF MONTHLY STIPEND is, therefore, suggested.

The urgent need to constitute the Board of Persons Living with Disabilities is stressed to encourage their active involvement in development.

The report emphasizes a paradigm shift in planning for the development of women, children, the elderly and the persons living with disabilities from top-down to bottom-up approach and stresses the need for adequate staffing and staff training in the MDG in charge of Women Affairs and Social Development for effective performance.

It is hoped that the policy will guide this administration in the areas of women development and social welfare programmes that will integrate women, children, the elderly and the persons living with disabilities into its change agenda, so that Ondo State could be fast tracked.

WOMEN AFFAIRS AND SOCIAL DEVELOPMENT POLICY

1.0 PREAMBLE

In his determination to improve the lives of the people of the State, the Ondo State Governor-elect, Mr. Oluwarotimi Akeredolu SAN, on the 29th of December, 2016, inaugurated the Strategic Development and Policy Implementation Committee chaired by the Deputy Governor elect, Barr. Agboola Ajayi. The committee, which comprised twelve sub-committees, was charged with the responsibility of developing a detailed sectoral policy and programme, tagged “Blueprint to Progress (2017-2021)” for effective service delivery. Women Affairs and Social Development was one of the twelve sub-committees.

2.0 MEMBERSHIP

- | | |
|----------------------------------|-----------|
| 1. Dr. Yemi Mahmud-Fasominu | Chairman |
| 2. Mrs. Tola Aworh | Member |
| 3. Hon. Omowumi Olatunji | „ |
| 4. Mrs. Fayoriju Titilayo | „ |
| 5. Morenike O. Alaka | „ |
| 6. Mrs. Lola Akinseloyin | „ |
| 7. Hon. Cecilia Ifayase | „ |
| 8. Hon. (Mrs.) A.K. Adeniyi | „ |
| 9. Mrs. Titi Adeyemi | „ |
| 10. Hon. Lola Fagbemi | „ |
| 11. Mrs. Gilda Amata | „ |
| 12. Mrs. Mosun Odukale | „ |
| 13. Dr. Oluwatoyin Alese-Ayimoro | „ |
| 14. Mrs. Omorinola Olanipekun | Secretary |

3.0 GENERAL INTRODUCTION

3.1 The living condition of the people at this period of dwindling economic fortunes calls for serious concern. The non-availability of sustainable means of livelihood, lack of capital required to engage in profitable business ventures as well as lack of an enduring empowerment structure to give needed assistance to the people has increased the level of poverty in the state. The most disadvantaged segment of the society are the women, the aged, the children and the physically challenged.

3.2 In addition, the women, the widows, the girl child, the children, are exposed to all forms of abuse and are helpless in the face of some unacceptable social and traditional norms. Cases of child abandonment, child trafficking and all forms of child abuse are prevalent in Ondo State. There are no clear cut welfare programme and packages for the aged, who are the senior citizens in the society. There are so many indigent elderly who roam the major streets of the state due to lack of care while so many are in dire need of economic and health supports. The aged, in particular, need attention from the government as the traditional family structures and values which promoted care for the elderly has been eroded, such that, the traditional reliance by parents on their children in old age is fading away due to the drift of young people to the cities.

3.3 In order to give a new lease of life to the people, it is pertinent for government to make concerted effort to address the issue of poverty and provision of adequate social welfare to deserving citizens of the state. To this end, implementable policies and programmes, directed at alleviating poverty of women and provision of social welfare services to other vulnerable members of the society, should be put in place.

4.0 POLICY GOALS AND OBJECTIVES

4.1 GENERAL OBJECTIVES

The desire for a viable Women Welfare and Social Welfare Policy in Ondo State is borne out of the effort of the State Government to ensure adequate plans that will protect the women, the elderly, the children, the physically challenged and other vulnerable groups in the society against all forms of social, traditional, economic and religious practices that can inhibit development of their full potentials. It is also propelled by the commitment of government to the development of women through empowerment and enlightenment and the provision of social welfare services to the needy in the society. The policy aims at ensuring a conducive environment, devoid of any form of discrimination on the basis of sex, social status, age, dialect or physical condition of its citizen.

4.2 SPECIFIC OBJECTIVES

The main objectives include:

- i. development of programmes that will stimulate the development and active participation of citizens, irrespective of sex, age and status, in all socio-economic activities;
- ii. provision of organized system of social services that will improve the standards of living of the women, the children, the elderly, the physically challenged and other vulnerable groups in the state;
- iii. examine plan and implementation strategies for programmes that will reduce the poverty level of the Ondo State women;
- iv. design achievable and sustainable training and enlightenment programmes that will enhance the socio-economic and political empowerment of women;
- v. design programmes for the welfare of women, the children, the elderly, the physically-challenged and other vulnerable people in the State;
- vi. formulate policies that will attract government's attention to other social related issues; and
- vii. promote the activities of inter religious activities in the state.

5.0 METHODOLOGY

In achieving the foregoing, the committee embarked on the overall analysis of the present situation in the State as it relates to the aims and objectives above. The Ministry of Women Affairs and Social Development, the various social institutions owned by government, interviews and sessions with relevant stakeholders and available information gathered on women development and empowerment through research and previous relevant policies in the state formed the committee's source of information and data collection for this policy. Four major units, Women Affairs, Social Welfare, Child Development and Skill Acquisition formed the areas on which this policy is based.

6.0 BACKGROUND INFORMATION

6.1 INTRODUCTION

Ever since the Women Affairs Ministry was established, during the regime of Navy Capt. Olabode George, the core focus of the ministry has been the development and empowerment of women in all spheres. In pursuing this programme, various administrations had made attempts to put the issues of women and social welfare at the front burner in policy formulation. It is noteworthy to mention that in line with the Federal Government design, Ondo State pursues the women empowerment and social welfare programmes through the Ministry of Women Affairs and Social Development. Over the years, the Ministry has

undergone various restructuring in terms of activities, programmes and policies. It started with Directorate of Women Affairs during the regime of Governor Bode George and, gradually evolved a series of restructuring in response to the dictates of the existing administration. The Mimiko administration moved the Skill Acquisition, Co-operative and Community Development components of the Ministry to the newly created Ministry of Adult and Vocational Education and Ministry of Community Development and Co-operatives respectively.

7.0 APPRAISAL OF THE PRESENT SITUATION

A number of programmes were put in place by past administrations in Ondo State in the areas of women empowerment and enlightenment and provision of social welfare for the elderly, the children, persons living with disabilities and other vulnerable in the society. However, it was observed that many factors militated against successful implementation of the programmes, therefore, having little or no impact on women development, as well as delivery of social welfare. These are stated hereunder:

- i. the design and implementation strategies for women empowerment and social welfare services had been a top-down approach; hence, desired impact, not achieved;
- ii. inadequate advocacy and sensitization programmes on sensitive issues affecting women;
- iii. non enforcement of the law on Elimination of all forms of Discrimination Against Women (CEDAW);
- iv. non provision of Special Intervention Fund to meet urgent Social Services for the elderly, women and children;
- v. lack of database to plan for the Orphan and Vulnerable Children;
- vi. inadequate personnel to handle various social welfare issues;
- vii. a near absence of collaboration between Government and Non-Governmental Organizations to create synergy for women programmes;
- viii. near neglect of the Children Home, the Correctional Home and the temporary Rehabilitation Centre;
- ix. inadequate project utility vehicles for monitoring and evaluation of matters relating to social welfare and women development in the Local Governments;
- x. non constitution of the Board of Ondo State Agency for the Welfare of Persons with Disabilities; and
- xi. non consideration of the Draft National Policy on Ageing.

The above has resulted into the following:

- i. cases of violence against women, rape, child abuse, etc. are on the increase;
- ii. inability of women to stop the perpetration of violence against fellow women e.g. widowhood practices are mostly perpetrated by women due to tradition;

- iii. cases of child abandonment; child labour, child trafficking, street trading, children accompanying beggars abound;
- iv. overcrowded Correctional and Rehabilitation Centres and Children Home;
- v. Ondo State is no longer represented in the Children Parliament at the National level, the last national outing being 2012;
- vi. increased agitation from the Persons Living with Disabilities (protest against Govt. neglect)
- vii. incessant cases of break-in and escape of children from the correctional centre; and
- viii. increased number of destitute on major streets of the state.

8.0 WOMEN DEVELOPMENT

8.1 INTRODUCTION

It is a known fact that women constitute about 50 % of the Nigerian population and their role as key partners in economic development cannot be overlooked Ogbogu C.O. (2012). However, it has been observed that there has not been appropriate education, skill development, enlightenment, and economic empowerment to optimize their potentials. In addressing the problem, the Ondo State Government hopes to put in place a policy that will enable women realize their full potentials.

8.2 GENERAL OBJECTIVES

To ensure the achievement of socio- economic and political empowerment of women.

8.3 SPECIFIC OBJECTIVES

- i. ensure advocacy programme on women related issues such as safe motherhood, family health, breast cancer, cervical cancer, healthy lifestyle, sexual and reproductive health, violence against women, maltreatment of widows, rape, HIV/ AIDS, girl child education, etc.;
- ii. ensure the publication, dissemination and enforcement of legislation on all forms of harmful traditional practices against women;
- iii. design implementable programmes on social, economic and political empowerment for women;
- iv. ensure interactive sessions of women with the government in order to bridge the gap between the government and the governed;
- v. promote economic empowerment of widows, indigent women and girls through special support programmes; and
- vi. register, support and co-ordinate the activities of Non-Governmental Organizations (NGOs).

8.4 PROGRAMMES

1. Restructuring of the Ministry
2. Infrastructural Development
3. Resuscitation of Skill Acquisition
4. Encourage Women Development
5. Women Enlightenment and Capacity Building
6. Promote Girl Child Education
7. Sensitization and Advocacy
8. Monitoring and Evaluation

8.5 IMPLEMENTATION STRATEGIES

In order to achieve these objectives, Government shall:

1. Restructure the Ministry of Women Affairs and Social Development
 - i. Upgrade the Skill Acquisition Centre at the Ministry of Women Affairs and Social Development to a Women Development Centre. The building within the Ministry, currently underused, should be fully utilized to start off the Women Development Centre. Later on, a Women Development Centre should be established. The Women Development Centre, which will also serve as a display centre for women's products, will promote easy patronage and establish markets and distribution network systems for women's farm produce and other wares. Its function will include:
 - create opportunity for a well-structured organ that will coordinate the developmental activities of the women;
 - organise and monitor skill acquisition activities;
 - access grants for women enlightenment: (seminars, conferences);
 - access loans and grants for women development programmes; and
 - serve as a window for showcasing the products made by women in the state.
2. Infrastructural Development
 - i. renovation of the Ministry's Headquarter, Zonal and Area offices;
 - ii. painting the perimeter fence of the Ministry;
 - iii. soft landscape of the perimeter fence and the environment of the ministry; and
 - iv. renovation the Babafunke Ajasin Auditorium.
3. Resuscitation of Skill Acquisition
 - i. encourage women to pursue vocational training in their peculiar trades such as e.g Cloth weaving, Fashion Designing, Catering, Tie and Dye (Adire), Soap making, Hairdressing, Bag making, Interior Decoration, Bead and

Jewelry Making, Bread Making, Cake and Pastry Making, Event Planning and Management through the Women Development Centre; and

- ii. trainees to be attached to Master Trainers at an agreed sum and stipends given to the trainees. Training can be organized by the Women Development Centre once it is established.

• Time Frame: February – December, 2017 and beyond.

4. Encourage Women Development

- i. Groups and cooperatives are veritable organs of training women and empowering them economically, socially and politically. Government should, therefore, encourage women to set up groups and co-operatives and provide them with revolving loan as a startup capital and for continuity of business.
- ii. encourage women to go into clustered businesses in production and food processing, e.g. fish, cassava, plantain processing, weaving, etc. The clusters can also be equipped with modern machines and processing techniques to boost participants' morale and enhance their production by introducing processing centres to service the clusters. To do this, peculiar businesses in the three senatorial district should be identified. In the Southern Senatorial District, fish drying machine should be installed in a centre where women who are into fish business can dry fish. In the Northern Senatorial District, grinding, pressing and frying machines should be installed in a centre where women within the area can grind, press, ferment cassava and fry to make gari. In the Centre Senatorial District, loom centre should be established at the premises of the Women Development Centre to serve as a hub for women who are into Ofi business. It is recommended that a Pilot centres be established in each of the senatorial districts of the state within first year in office.

• Time Frame: February – December, 2017 and beyond.

- iii. establish a special Fund for Women Development. Women that are engaged in the businesses above can benefit from the Special Fund in form of loan and empowerment.

• star programme within the first 100 days in office

- iv. formation of clusters in Agriculture (livestock and Food Production) like tomatoes, okro, vegetable, poultry, etc.: Government to provide services such as land preparation, farm inputs, and irrigation on farm storage facilities for clustered women farmers. The women would be exposed to basic skills in improved agricultural production, basic accounting and record keeping to qualify them for loans.

• star programme within the first 100 days in office

- v. registration, co-ordination and motivation of non-governmental organizations for effective collaboration on women development programmes;

- **Time Frame: February – December, 2017 and beyond;**

- vi. organize special support programme, at least, twice a year during the International Women Day celebration and at the Special Gbebiro at the end of the year for the widows, indigent women and girls; and

5. Women Enlightenment and Capacity Building

- i. Organise the monthly interactive session of the Wife of Governor with women at the grassroots; this is to bridge the gap between the government and the governed and to serve as a rallying point in order to reach women at their natural setting. The meeting would be rotated among the 18 Local Governments. Special edition would be held in December, every year, at the State Capital. The meeting should feature, among others, the following:

- Feedback on needs of women in the host community;
 - Sensitization/lectures on social, economic, health and political issues that will benefit participants;
 - Empowerment;
 - Medical checkup and;
 - Display of products from the host Local Government.

- February to December 2017 and beyond**

- ii. participation of women in State, National and International seminars and conferences on leadership, economic, social and political developments;
- iii. organise Ondo State Annual Women Summit featuring lectures, exhibitions of products made by women, round tables, drama, radio and television discussions. This programme, apart from being a source of immense knowledge, will afford delegates from all parts of the state to converge at the state capital and interact with Mr. Governor and other relevant stakeholders in government and;
- iv. participate in the annual United Nations Commission on the Status of Women. It is an opportunity to showcase the programme and policies of the state government to the International Community; and
- v. collaboration with Non-Governmental Organizations (NGOs) and Women Groups on enlightenment and empowerment programmes. To make this effective, government should provide technical assistance/subventions/grants to active Non-Governmental Organizations;

6. Promote Girl Child Education Through Advocacy And Interactive Sessions

- i. encourage girls to aim for higher education;
- encourage girls to stay and finish school;

- ii. encourage girls to venture into new fields and careers; and
- iii. enlist the interest of girls in mathematics, science and technology and organise ICT holiday camps for them to make them players in the digital world.

This should be done through Holiday Camp and special retreat programmes organized for young girls across the Local Government Areas.

• Time Frame: July – September every year during long vacation.

7. Sensitization and Advocacy on Women related issues

- i. undertake adequate public enlightenment and advocacy programmes on safe motherhood and maternal mortality, infant mortality, breast and cervical cancer, girl child education, violence against women, maltreatment of widows, rape, HIV/ AIDS, etc. This could be in form of serial television and radio programme or stage drama running through the four quarters of each year;
- ii. intensify advocacy on the implementation of the provision of Convention of the Elimination of all forms of Discrimination Against Women (CEDAW) in protecting women and girls against harmful traditional practices and;
- iii. organise orientation and enlightenment programme for women in enhancing their leadership skill and political participation.

8. Monitoring and Evaluation

- i. encourage capacity building of Staff of Ministry of Women Affairs and Social Development in project proposal writing. This will help the ministry to attract funding from International Agencies such as (UNDP, UNESCO, African Fund for Women Development) for women empowerment;
- ii. encourage regular contact with relevant Institutions e.g. Department of Adult Education, Adekunle Ajasin University (AAU), Akungba-Akoko, Ministry of Adult, Vocational and Technical Education, African Women Development Fund, United Nations Fund for Women (UNIFEM), etc.;

• Time Frame: February – December, 2017 and beyond.

9.0 CHILD DEVELOPMENT

9.1 INTRODUCTION

It is observed that social problems relating to the children has not abated in Ondo State. Cases of child abandonment, child abuse, child trafficking and child rape, among others are recorded frequently in the state. Many children are raised by poor parents who can hardly provide them with nutritious meals. Consequently, such children become malnourished, develop kwashiorkor and lack cognitive skill as a result of prolonged deprivation of adequate

and nutritious meals, which is a right of the child. This situation poses serious challenge to child protection, survival and development and must be given urgent attention by the State Government. It is, therefore, expedient that a child welfare policy that will address the full implementation of the provision of the Child Rights Law be put in place.

9.2 GENERAL OBJECTIVES

The objective of government in child development is to ensure the wellbeing of children, protect their right and create enabling environment for them to develop to their fullest capacity. To do this, the government shall give attention to the survival, development, protection and participation issues, and the needs of children in the state.

9.3 SPECIFIC OBJECTIVES

The specific objectives are as stated hereunder:

- i. promote a comprehensive and integrated agenda for the realization of children's rights as stipulated in the Child Rights Law;
- ii. eliminate various forms of child abuse in the state;
- iii. ensure that abandoned children, orphans, children rescued from child traffickers and other vulnerable ones are protected and given proper care and emotional attention so that they can develop and live a normal life and; and
- iv. ensure adequate welfare plans for the Orphan and Vulnerable Children and children affected by HIV/AIDS;

9.4 PROGRAMME

1. Infrastructural Development
2. Promotion of Child Development
3. Capacity Building for Staff
4. Sensitization and Advocacy
5. Staffing
6. Monitoring and Evaluation
7. Promote Interreligious Peace and Harmony

9.5 IMPLEMENTATION STRATEGIES

1. Infrastructural Development
 - i. renovation of facilities at the Children Home at Oba Ile road, Akure and the Day Care Centre at the State Secretariat Complex;
 - ii. construction of a park at the Children Home at Oba Ile road;
 - iii. provision of vocational, educational and recreational facilities in the Children Home and;

- iv. procurement of utility vehicles for the children home.
- 2. Promotion of Child Development
 - i. monitor to ensure strict compliance to the Child Rights Law on the management of the Children Homes, Orphanages and Day Care Centres;
 - ii. hold periodic meetings with all stakeholders in care of children;
 - iii. make provision for educational materials for Orphan and Vulnerable Children;
 - iv. collaborate with NGOs whose vision are in line with caring for vulnerable children;
 - v. collaborate with the National Action Committee on OVC;
 - vi. revive the Ondo State Children Parliament;
 - vii. set up Child Rights Clubs in schools;
 - viii. participation of Ondo State children in the International Day of the Child and;
 - ix. participation of Ondo State children in the Children Day Celebration.
- 3. Capacity Building for Staff
 - i. capacity building of Staff of the Child Development Department for project proposal writing; and
 - ii. Collaboration with relevant institutions and development partners for information sharing, especially, on how to access donor fund for the care of Children Home, Orphan and Vulnerable children, etc.
- 4. Sensitization and Advocacy
 - i. organise periodic anti child abuse Advocacy and sensitization programmes through Radio and Television, seminars, workshops, etc. ;
 - ii. organize sensitization workshops and enlightenment campaigns on the Child Rights Convention, Child Rights Act and various aspects of child welfare in all the Local Government of the state;
 - iii. engage in adequate advocacy and public enlightenment programme through meetings, radio, television and drama programmes on child related issues such as: child rape, child labour and child trafficking and child abandonment, etc.; and
 - iv. organise quarterly mobilization and sensitization meetings with stakeholder in child care vocation.
 - Time Frame: January to December
- 5. Staffing
 - i. employ more personnel, especially Social Workers, to handle cases of child abuse and related incidents.
- 6. Promote Interreligious Peace and Harmony
 - i. organise monthly meetings of National-Inter Religious Committee (NIREC).
The committee was established to foster peaceful co-existence between the

two major religions, Muslims and Christians. Membership of this committee is made up of Executives of Muslims' Association and Christian Association of Nigeria (CAN) in Ondo State.

- **January to December**

- ii. coordinate the activities of the Christian Welfare Board;
- iii. coordinate the activities of the Muslim Welfare Board

- **January to December**

- iv. Participation of Ondo State contingent in Pilgrimage to Mecca and Jerusalem

- **National Pilgrim's Board**

7. Monitoring and Evaluation

- i. monitoring and evaluation of children related activities;
- ii. collation of data/survey of Orphan and Vulnerable Children;
- iii. carrying out survey/data collection on OVC;
- iv. preparing the monthly, quarterly and annual report of monitoring and evaluation;
- v. conducting of quarterly progress review meetings with stakeholder in children care; and
- vi. production of annual work plan

10.0 SOCIAL WELFARE

10.1 INTRODUCTION

There are so many social challenges confronting the people in the society. These challenges include poor condition of the elderly, the physically challenged and the vulnerable. Also, there are social problems such as family conflict, drug abuse, street begging, delinquency, crime, religious conflict, natural disasters, etc. and they are militating against the development and desired standard of living for the people. These problems deserve urgent attention in order to provide an enabling environment for the people to thrive.

10.2 GENERAL OBJECTIVES

The Ondo State Government is committed to ensuring a society where opportunities abound for all to fully develop their potentials in a conducive environment devoid of any form of discrimination on the basis of gender, social status, age and physical conditions. The main objective, therefore, is to address concerned social issues such as the quality of life of the elderly, the needy, the vulnerable, the destitute, etc., crime control, drug abuse, social services for the elderly, the physically challenged and the religious and spiritual aspect of life, etc., through a profound social welfare policy.

10.3 SPECIFIC OBJECTIVES

- i. provide organized system of social services and institutions which are designed to aid individuals and groups to attain satisfactory standards of living which permits them to develop to their full capacity;
- ii. to provide basic and specific needs of these categories of people in the society. (the elderly, physically challenged, destitute, Juvenile delinquents);
- iii. promote the development of physical, mental and social capabilities of the physically challenged and ensure their participation in various activities with a view to promoting their integration into the society;
- iv. to ensure that the elderly live in dignity and provide the necessary support for them;
- v. to ensure that the vulnerable are not exposed to dehumanizing conditions ranging from homelessness, poor health conditions, loneliness and fear;
- vi. to rescue Vulnerable children from the streets and provide them with the necessary care and protection required; and
- vii. to promote inter-generational interaction and cooperation between the elderly and the young ones in the state.

10.4 PROGRAMMES

1. Restructuring of the Ministry
2. Infrastructural Development
3. Documentation and Implementation of social policies
4. Promotion of Social Welfare Services
5. Promotion of Family welfare services
6. Training and Retraining of Social Workers
7. Social security services
8. Staffing
9. monitoring and evaluation

10.5 IMPLEMENTATION STRATEGIES

1. Infrastructural Development
 - i. construction of Rehabilitation Centre;
 - ii. renovation of the Alagbaka Cenotaph;
 - iii. renovation of the Correctional Home with the provision of adequate security to prevent escape of inmate and protect staff;
 - iv. provision of vocational, educational and recreational facilities in correctional and rehabilitation centres;
 - v. Procurement of utility vehicles for the rehabilitation centre and the correctional centres; and

- vi. construction of Care houses through Private Public Partnership (PPP). The houses would be categorized according to status and requirements. The houses would be rented on agreed terms heavily subsidized or allocated free to the indigents among the elderly. Those houses will have the following facilities:
 - Recreation Center
 - Health Centers
 - Skill acquisition Centers.

Social workers should be in charged to ensure and maintain high standard in the houses. This houses should also be managed by both officials of government and private partners. Government can start with collaboration with existing Aged Homes in the state.

Documentation and Implementation of Social Policies

- vii. design a state policy on the welfare of the aged in line with the National Policy on Ageing; and
 - viii. design a state law, in line with the Criminal Code, on curbing the activities of beggars, destitute and social miscreants to engender societal peace using mostly preventive approaches.
2. Promotion of Social Welfare Services for the Elderly
- i. free Health Care for the elderly in all state health Centers. To sustain this, there should be:
 - ii. recreation centres should be built in the Local Government for the elderly;
 - iii. monthly stipend of N5, 000 each should be given to the elderly and should be monitored by the official of the Local Government;
 - iv. periodic meetings and seminars by different associations for example, Elderly People's Association of Nigeria (EPAN);
 - v. establish effective partnership with the government, donors, NGOs, Civil Societies, Local Leaders, Private Sectors, UN Agencies for support and sustainability;
 - vi. sensitization programmes on radio, pamphlet and seminars should be effective in educating the public on programmes of the government as regards the aged in the state; and
 - **Time Frame for the above programmes: February - December, 2017 and beyond**
 - vii. annual observation of the International Day of the Elderly in order to give them a sense of belonging.
 - viii. **Time frame: October, 2017 and beyond**
3. Promotion of Social Welfare Services For Persons Living with Disabilities

- i. constituting the Board of the Agency of Persons Living with Disabilities;
 - ii. provide aids such as mobility equipment, hearing and visual aids for them;
 - iii. introduce skill acquisition programmes that suit each category of PLWD in the schools; and
 - iv. observe yearly, interactive days of the People Living with Disability.
4. Social Security Services
 - i. provision of mid-day meal for primary school pupils;
 - ii. ensure that all public facilities and structures are built with consideration for the physically challenged. E.g. inclusion of ramps in all entrances and relevant pathways in public buildings such as hospitals, schools, etc. Relevant law guiding this should be domesticated in the state; and
 - iii. approve stipend for the elderly, especially, indigent ones.
5. Promote Interreligious Peace and Harmony
 - i. organise monthly meetings of National-Inter Religious Committee (NIREC). The committee was established to foster peaceful co-existence between the two major religions, Muslims and Christians. Membership of this committee is made up of Executives of Muslims' Association and Christian Association of Nigeria (CAN) in Ondo State.
 - ii. continue to coordinate activities of the Christian and Muslim Welfare Board; and
 - **January to December**
 - iii. continue participation of Ondo State contingent in Pilgrimage to Mecca and Jerusalem. Government should encourage self-sponsor to Mecca and the State of Israel.
 - **National Pilgrim's Board**
6. Capacity Building for Staff
 - i. capacity building of Social Welfare in project proposal writing; and
 - ii. collaboration with relevant institutions and development partners for information sharing, especially, on how to access donor fund.
 - **Time Frame: February – December, 2017.**
7. Staffing
 - i. employ more personnel, especially Social Workers, to handle cases of child abuse and related incidents.
8. Monitoring and Evaluation
 - i. monitoring and evaluation of project activities;
 - ii. collation of data/survey of the elderly in the state;
 - iii. preparing the monthly, quarterly and annual report of monitoring and evaluation;

- iv. conducting of quarterly progress review meetings; and
- v. production of annual work plan

11.0 RECOMMENDATIONS

In view of the prevailing economic hardship in the state and the commitment of the incoming administration to put women at the centre of development and make life better for all, this committee wishes to recommend as follows:

1. Restructuring of the Ministry:
 - i. Upgrade the Skill Acquisition Centre at the Ministry of Women Affairs and Social Development to a Women Development Centre; and
 - ii. constituting the Board of the Agency of Persons Living with Disability.
2. Infrastructural Development
 - i. renovation of the Ministry's Headquarter, Zonal and Area offices;
 - ii. renovation of the Babafunke Ajasin Auditorium;
 - iii. painting of the perimeter fence of the Ministry;
 - iv. soft landscape of the perimeter fence and the environment of the ministry;
 - v. construction of Rehabilitation Centre;
 - vi. renovation of facilities at the Children Home at Oba Ile road, Akure and the Day Care Centre at the State Secretariat Complex;
 - vii. construction of a park at the Children Home at Oba Ile road;
 - viii. renovation of the Alagbaka Cenotaph;
 - ix. renovation of the Correctional Home with the provision of adequate security to prevent escape of inmate and protect staff;
 - x. provision of vocational, educational and recreational facilities in all the centres;
 - xi. procurement of utility vehicles for the children home, the rehabilitation, correctional and the skill acquisition centres and other projects of the ministry; and
 - xii. reorganize/restructure the Kudirat Abiola Shopping Complex.
3. Documentation and Implementation of Social Policies
 - i. Enforcement of the Ondo State Child Rights Law, especially as it affects the punishment of perpetrators of child related offences;
 - ii. publish, disseminate and enforce the law on Elimination of all forms of Discrimination Against Women (CEDAW);
 - iii. design a state policy on the welfare of the aged in line with the National Policy on Ageing; and
 - iv. design a state law, in line with the Criminal Code, on curbing the activities of beggars, destitute and social miscreants to engender societal peace using mostly preventive approaches.

4. Establishment Women Development Centre

- i. serve as an agency of the Ministry of Women Affairs and Social Development;
- ii. create opportunity for a well-structured organ that will coordinate the developmental activities of the women;
- iii. organise and monitor skill acquisition activities;
- iv. register, monitor and co-ordinate the activities of Non-Governmental Organizations (NGOs) and Women Groups in the state;
- v. access grants for women enlightenment: (seminars, conferences);
- vi. access loans and grants for women development programmes; and
- vii. serve as a window for showcasing the products made by women in the state.

• **Time Frame: February to July, 2017**

NOTE: The building within the Ministry, housing computers for ICT, currently underused, should be fully utilized to start the Women Development Centre.

5. Encourage Women Development

- i. establish a special Fund for Women Development;
• **time frame: (within the first 100 days in office)**
- ii. encourage women to set up groups and co-operatives ;
• **Time Frame: February – December, 2017.**
- iii. formation of Clustered Food Processing Centre for Women to enhance production;
• **Time Frame: February – December, 2017**
- iv. formation of Clustered Women Farmers;
• **Time Frame: February – December, 2017**
- v. fashion Design Hub: procurement of Industrial Machines such as Monogram Machine, Whipping Machine, Tinko and 20V Multi-Purpose Machine, which individuals cannot afford, and install in a central location. The equipment will be given to the Tailors' Association on loan to enable members access the facilities at a fee; and
• **Time Frame: February – December, 2017**
- vi. expose women to basic skills in improved agricultural production, basic accounting and record keeping to qualify them for loans.
• **Time Frame: February – July, 2017.**

6. Women Enlightenment and Capacity Building

- i. organise the Governor's Wife monthly Interactive Meeting with women (Gbebiro);
• **Time Frame: February to December 2017**
- ii. organise Ondo State Annual Women Summit; and

- **Time Frame: April, 2017**

- iii. sponsor Women to National and International Conferences.

- **Time Frame: As occasion demands.**

7. Improve women participation in politics

- i. implementation of 35% affirmative action in political appointment and elective positions

- **Time Frame: February- December, 2017 & beyond**

8. Promote Girl Child Education Through Advocacy and Interactive Sessions

- i. encourage girls to aim for higher education;
- ii. encourage girls to stay and finish school;
- iii. encourage girls to venture into new fields and careers; and
- iv. enlist the interest of girls in mathematics, science and technology and organise ICT holiday camps for them to make them players in the digital world.

- **Time Frame: July – September**

9. Sensitization and Advocacy

- i. periodic anti child abuse Advocacy and sensitization programmes through Radio and Television, seminars, workshops, etc.;
- ii. organize sensitization workshops and enlightenment campaigns on the Child Rights Convention, Child Rights Act and various aspects of child welfare in all the Local Government of the state;
- iii. engage in adequate advocacy and public enlightenment programme on women health related issues;
- iv. engage in radio, television and drama programmes to enlighten the public on elderly related activities such as their protection and welfare; and
- v. organise quarterly mobilization and sensitization meetings with women groups.

- **Time Frame: January to December**

10. Promotion of Child Development

- i. monitor to ensure strict compliance of the Child Rights Law on the management of the Children Homes, Orphanages and Day Care Centres;
- ii. hold periodic meetings with all stakeholders in care of children;
- iii. make provision for educational materials for Orphan and Vulnerable Children;
- iv. collaboration with NGOs whose vision are in line with caring for vulnerable children;
- v. collaborate with the National Action Committee on OVC;
- vi. revive the Ondo State Children Parliament;
- vii. set up Childs Rights Clubs in schools;
- viii. participation of Ondo State children in the International Day of the Child and;

- ix. participation of Ondo State children in the Children Day Celebration.

11. Promotion of Social Welfare Services

- i. build care houses through Private Public Partnership (PPP);
- ii. provide Free Health Care for the elderly in all state health Centers;
- iii. provide senior citizen centres in each of the Local Government. This is the best practice all over the world where elderly persons assemble at the day time to interact and recreate. The place should be equipped with facilities such as gym, elderly people's friendly lock up shops and inter-generational educational facilities;
- iv. provision of Monthly stipend of N5,000 to the elderly;
- v. periodic meetings and seminars by the Elderly People's Association of Nigeria (EPAN) to be monitored by social workers; and
- vi. annual observation of the International Day of the Elderly.

• **Time frame: October, 2017 and beyond**

12. Promotion of Family Welfare Services

- i. Creation of family welfare services in all the Local Governments
- ii. counselling intending child adopters on how to handle adopted children;
- iii. investigate both the adopter and the adoptee before concluding adoption; and
- iv. Stipulate maximum of three months processing time before adoption.

13. Training and Retraining of Social Workers

- i. train Social workers and health professionals to equip them towards rendering high standard services to the people and to be able to cope with the dynamic of the job;
- ii. motivate Social Workers for effective social work delivery; and
- iii. sponsor Social workers to local and international conferences in order to be abreast with best practices in social work delivery;

• **Time frame: as occasion demands**

14. Social Security Services

- i. adopt the Federal government policy of one meal a day for primary school pupils;
- ii. build all public facilities and structures with due consideration for the physically challenged; and
- iii. all public facilities and structures would be made elderly friendly;

15. Capacity Building for Staff

- i. sponsor capacity building of Staff of Ministry of Women Affairs and Social Development in project proposal writing; and
- ii. collaborate with relevant institutions and development partners for information sharing, especially, on how to access donor fund.

• **Time Frame: February – December, 2017.**

16. Monitoring and Evaluation

- i. monitoring and evaluation of project activities;
- ii. collation of data/survey of vulnerable women and girls across the state for enlistment in skill acquisition programme;
- iii. carrying out survey/data collection on OVC, persons living with disability, widows, indigent women and elderly;
- iv. preparing the monthly, quarterly and annual report of monitoring and evaluation;
- v. conducting of quarterly progress review meetings; and
- vi. production of annual work plan.

17. Mid-term Review

- i. Review the avidities of government in the first two years in office in all aspects of the programmes discussed above.

• **Time Frame: June 2019**

18. Terminal Review

- i. Review the avidities of government's four years term in office in all aspects of the programmes discussed above

• **Time Frame: January 2021**

12.0 CONCLUSION

It is the belief of this committee that the incoming administration would actively integrate the women, children, the elderly, the physically challenged and other vulnerable members of the society into the change agenda.

With this, the committee is convinced that the development of Ondo State will be fast tracked.

13.0 APPRECIATION

The Committee wishes to express deep appreciation of the opportunity given to serve in this capacity.

YEAR 2017

STAR PROGRAMMES

These programmes should come up within the first 100 days in office of the new administration.

1. resuscitate and upgrade the Skill Acquisition Centre at the Ministry to a Women Development Centre as an Agency of the Ministry of Women Affairs and Social Development.
2. establish a special Fund for Women Development;
3. formation of clusters in food processing; and
4. formation of cluster in Agriculture (Food Production).

Further explanation on the star programmes above are listed on items 4 i, 5 i, ii, iii & iv as listed hereunder.

PROGRAMME CALENDER

19. Restructuring of the Ministry:

- i. Creation of the Women Development Centre as an Agency of the Ministry of Women Affairs and Social Development.

• February to December

20. Infrastructural Development

- i. renovation of the Ministry's Headquarter, Zonal and Area offices;
- ii. renovation of the Babafunke Ajasin Auditorium;
- iii. painting of the perimeter fence of the Ministry;
- iv. soft landscape of the perimeter fence and the environment of the ministry;
- v. construction of Rehabilitation Centre;
- vi. renovation of facilities at the Children Home at Oba Ile road, Akure and the Day Care Centre at the State Secretariat Complex;
- vii. construction of a park at the Children Home at Oba Ile road;
- viii. renovation of the Alagbaka Cenotaph;
- ix. renovation of the Correctional Home with the provision of adequate security to prevent escape of inmate and protect staff;
- x. provision of vocational, educational and recreational facilities in all the centres; and
- xi. procurement of utility vehicles for the children home, the rehabilitation, correctional and skill acquisition centre and other projects of the ministry.

• February to December

21. Documentation and Implementation of Social Policies

- i. enforce the Ondo State Child Rights Law, especially as it affects the punishment of perpetrators of child related offences;
- ii. publish, disseminate and enforce the law on Elimination of all forms of Discrimination Against Women (CEDAW);
- iii. design a state policy on the welfare of the aged in line with the National Policy on Ageing; and
- iv. design a state law, in line with the Criminal Code, on curbing the activities of beggars, destitute and social miscreants to engender societal peace using mostly preventive approaches.

• **February to December**

22. Resuscitation of Skill Acquisition

- i. upgrade the Skill Acquisition Centre at the Ministry to a Women Development Centre. The building within the Ministry, currently underused, should be fully utilized to start off the Skill Acquisition Centre.

• **star programme within the first 100 days in office**

23. Encourage Women Development

- i. Establish a special Fund for Women Development.

• **star programme within the first 100 days in office**

- ii. Encourage women to set up groups and co-operatives

• **star programme within the first 100 days in office**

- iii. Formation of Clustered Food Processing Centre for Women to enhance production.

• **star programme within the first 100 days in office**

- iv. Formation of Clustered Women Farmers

• **star programme within the first 100 days in office**

- v. Fashion Designing Hub: procurement of Industrial Machines, which individuals cannot afford, and install in a central location. The equipment will be given to the Tailors 'Association on loan to enable members access the facilities at a fee. E.g. Monogram Machine, Whipping Machine, Tinko and 20V Multi-Purpose Machine. Pilot Projects should be established.

• **February – December, 2017**

- vi. Expose women to basic skills in improved agricultural production, basic accounting and record keeping to qualify them for loans

• **February – December, 2017.**

- vii. register, monitor and co-ordinate the activities of Non-Governmental Organizations (NGOs) and Women Groups in the state;

• **February – December, 2017**

24. Women Enlightenment and Capacity Building

- i. Organise the Governor's Wife monthly Interactive Meeting with women (Gbebiro)
 - **February to December 2017**
- ii. Organise Ondo State Annual Women Summit;
 - **April (annual event)**
- iii. Sponsor Women to National and International Conferences;
 - **Time Frame: As occasion demands.**

25. Improve women participation in politics

- i. implementation of 35% affirmative action in political appointment and elective positions;
 - **February- December**

26. Promote Girl Child Education

- i. Encourage girls to aim for higher education.
- ii. Encourage girls to stay and finish school.
- iii. Ensure continuing education for early school leavers.
- iv. Encourage girls to venture into new fields and careers
- v. Enlist the interest of girls in mathematics, science and technology and organise ICT holiday camps for them to make them players in the digital world.
 - **July to September**

27. Sensitization and Advocacy

- i. Periodic anti child abuse Advocacy and sensitization programmes through Radio and Television, seminars, workshops, etc.
- ii. organize sensitization workshops and enlightenment campaigns on the Child Rights Convention, Child Rights Act and various aspects of child welfare in all the Local Government of the state.
- iii. Engage in adequate advocacy and public enlightenment programme on women health related issues;
- iv. Engage in radio, television and drama programmes to enlighten the public on elderly related activities such as their protection and welfare;
- v. Organise quarterly mobilization and sensitization meetings with women groups;
 - **January to December**

28. Promotion of Child Development

- i. monitor to ensure strict compliance of the Child Rights Law on the management of the Children Homes, Orphanages and Day Care Centres;
- ii. hold periodic meetings with all stakeholders in care of children;

- iii. make provision for educational materials for Orphan and Vulnerable Children
- iv. collaboration with NGOs whose vision are in line with caring for vulnerable children;
- v. collaborate with the National Action Committee on OVC
- vi. revive the Ondo State Children Parliament;
- vii. set up Child Rights Clubs in schools;
- viii. participation of Ondo State children in the International Day of the Child and;
- ix. participation of Ondo State children in the Children Day Celebration.

• February to December

29. Promotion of Social Welfare Services

- i. build care houses through Private Public Partnership (PPP).

• February to December

- ii. Provide Free Health Care for the elderly in all state health Centers
- iii. provide senior citizen centres in each of the Local Government. This is the best practice all over the world where elderly persons assemble at the day time to interact and recreate. The place should be equipped with facilities such as gym, elderly people's friendly lock up shops and inter-generational educational facilities;
- iv. provision of Monthly stipend of N5, 000 each should be given to the elderly;
- v. Periodic meetings and seminars by the Elderly People's Association of Nigeria (EPAN) to be monitored by social workers; and

• February to December

- vi. Annual observation of the International Day of the Elderly.

• 2nd of October (Annual Event)

30. Promotion of Family Welfare Services

- i. Creation of family welfare services in all the Local Governments;

• February to December

- ii. counselling intending child adopters on how to handle adopted children;
- iii. investigate both the adopter and the adoptee before concluding adoption; and
- iv. Stipulate maximum of three months processing time before adoption.

• February to December

31. Training and Retraining of Social Workers

- i. motivate Social Workers for effective social work delivery;

• February to December

- ii. Train Social workers and health professionals to equip them towards rendering high standard services to the people and to cope with the dynamics of the job; and

- iii. Sponsor Social workers to local and international conferences in order to be abreast with best practices in social work delivery.

- **as occasion demands**

32. Social Security Services

- i. Adopt the Federal government policy of one meal a day for primary school pupils;
- ii. all public facilities and structures will be built with due consideration for the physically challenged; and
- iii. all public facilities and structures would be made elderly friendly;

- **February to December**

33. Promote Interreligious Peace and Harmony

- i. organise monthly meetings of National-Inter Religious Committee (NIREC);

- **January to December**

- ii. coordinate the activities of the Christian Welfare Board;
- iii. coordinate the activities of the Muslim Welfare Board

- **January to December**

- iv. Participation of Ondo State contingent in Pilgrimage to Mecca and Jerusalem

- **National Pilgrim's Board Calendar**

34. Capacity Building for Staff

- i. Capacity building of Staff of Ministry of Women Affairs and Social Development in project proposal writing; and
- ii. collaboration with relevant institutions and development partners for information sharing, especially, on how to access donor fund.

- **February – December**

35. Monitoring And Evaluation

- i. monitoring and evaluation of project activities;
- ii. collation of data/survey of vulnerable women and girls across the state for enlistment in skill acquisition programme;
- iii. carrying out survey/data collection on OVC, persons living with disability, widows, indigent women and elderly;
- iv. preparing the monthly, quarterly and annual report of monitoring and evaluation;
- v. conducting of quarterly progress review meetings; and
- vi. production of annual work plan.

- **February to December**

YEAR 2018

36. Restructuring of the Ministry:

- i. Creation of the Women Development Centre as an Agency of the Ministry of Women Affairs and Social Development.

• Action Completed

37. Infrastructural Development

- i. renovation of the Ministry's Headquarter, Zonal and Area offices;
- ii. renovation of the Babafunke Ajasin Auditorium;
- iii. painting of the perimeter fence of the Ministry;
- iv. soft landscape of the perimeter fence and the environment of the ministry;
- v. construction of Rehabilitation Centre;
- vi. renovation of facilities at the Children Home at Oba Ile road, Akure and the Day Care Centre at the State Secretariat Complex;
- vii. construction of a park at the Children Home at Oba Ile road;
- viii. renovation of the Alagbaka Cenotaph;
- ix. renovation of the Correctional Home with the provision of adequate security to prevent escape of inmate and protect staff;
- x. provision of vocational, educational and recreational facilities in all the centres; and
- xi. procurement of utility vehicles for the children home, the rehabilitation, correctional and skill acquisition centre and other projects of the ministry.

• January to June

38. Documentation and Implementation of Social Policies

- i. enforce the Ondo State Child Rights Law, especially as it affects the punishment of perpetrators of child related offences;
- ii. publish, disseminate and enforce the law on Elimination of all forms of Discrimination Against Women (CEDAW);
- iii. design a state policy on the welfare of the aged in line with the National Policy on Ageing; and
- iv. design a state law, in line with the Criminal Code, on curbing the activities of beggars, destitute and social miscreants to engender societal peace using mostly preventive approaches.

• January to June

39. Resuscitation of Skill Acquisition

- i. upgrade the Skill Acquisition Centre at the Ministry to a Women Development Centre. The building within the Ministry, currently underused, should be fully utilized to start off the Skill Acquisition Centre.

• January to December (Development Programme)

40. Encourage Women Development

- i. Establish a special Fund for Women Development.
 - **January to December (Development Programme)**
- ii. Encourage women to set up groups and co-operatives
 - **January to December (Development Programme)**
- iii. Formation of Clustered Food Processing Centre for Women to enhance production.
 - **January to December (Development Programme)**
- iv. Formation of Clustered Women Farmers
 - **January to December (Development Programme)**
- v. Fashion Designing Hub: procurement of Industrial Machines, which individuals cannot afford, and install in a central location. The equipment will be given to the Tailors 'Association on loan to enable members access the facilities at a fee. E.g. Monogram Machine, Whipping Machine, Tinko and 20V Multi-Purpose Machine. Pilot Projects should be established.
 - **Time Frame: January – December**
- vi. Expose women to basic skills in improved agricultural production, basic accounting and record keeping to qualify them for loans
 - **January – December**
- vii. register, monitor and co-ordinate the activities of Non-Governmental Organizations (NGOs) and Women Groups in the state;
 - **January – December**

41. Women Enlightenment and Capacity Building

- i. Organise the Governor's Wife monthly Interactive Meeting with women (Gbebiro)
 - **January to December**
- ii. Organise Ondo State Annual Women Summit;
 - **April (annual event)**
- iii. Sponsor Women to National and International Conferences;
 - **Time Frame: As occasion demands.**

42. Improve women participation in politics

- i. implementation of 35% affirmative action in political appointment and elective positions;
 - **January - December**

43. Promote Girl Child Education

- i. Encourage girls to aim for higher education.
- ii. Encourage girls to stay and finish school.
- iii. Ensure continuing education for early school leavers.

- iv. Encourage girls to venture into new fields and careers
- v. Enlist the interest of girls in mathematics, science and technology and organise ICT holiday camps for them to make them players in the digital world.

• July to September (Holiday Programme)

44. Sensitization and Advocacy

- i. Periodic anti child abuse Advocacy and sensitization programmes through Radio and Television, seminars, workshops, etc.
- ii. organize sensitization workshops and enlightenment campaigns on the Child Rights Convention, Child Rights Act and various aspects of child welfare in all the Local Government of the state.
- iii. Engage in adequate advocacy and public enlightenment programme on women health related issues;
- iv. Engage in radio, television and drama programmes to enlighten the public on elderly related activities such as their protection and welfare;
- v. Organise quarterly mobilization and sensitization meetings with women groups;

• January to December

45. Promotion of Child Development

- i. monitor to ensure strict compliance of the Child Rights Law on the management of the Children Homes, Orphanages and Day Care Centres;
- ii. hold periodic meetings with all stakeholders in care of children;
- iii. make provision for educational materials for Orphan and Vulnerable Children
- iv. collaboration with NGOs whose vision are in line with caring for vulnerable children;
- v. collaborate with the National Action Committee on OVC
- vi. revive the Ondo State Children Parliament;
- vii. set up Child Rights Clubs in schools;
- viii. participation of Ondo State children in the International Day of the Child and;
- ix. participation of Ondo State children in the Children Day Celebration.

• January to December

46. Promotion of Social Welfare Services

- i. build care houses through Private Public Partnership (PPP).

• January to December

- ii. Provide Free Health Care for the elderly in all state health Centers
- iii. provide senior citizen centres in each of the Local Government. This is the best practice all over the world where elderly persons assemble at the day time to interact and recreate. The place should be equipped with facilities

such as gym, elderly people's friendly lock up shops and inter-generational educational facilities;

- iv. provision of Monthly stipend of N5, 000 each should be given to the elderly;
- v. Periodic meetings and seminars by the Elderly People's Association of Nigeria (EPAN) to be monitored by social workers; and

- **January to December**

- vi. Annual observation of the International Day of the Elderly.

- **2nd of October (Annual Event)**

47. Promotion of Family Welfare Services

- i. Creation of family welfare services in all the Local Governments;

- **January to December**

- ii. counselling intending child adopters on how to handle adopted children;
- iii. investigate both the adopter and the adoptee before concluding adoption; and
- iv. Stipulate maximum of three months processing time before adoption.

- **January to December**

48. Training and Retraining of Social Workers

- i. motivate Social Workers for effective social work delivery;

- **January to December**

- ii. Train Social workers and health professionals to equip them towards rendering high standard services to the people and to cope with the dynamics of the job; and
- iii. Sponsor Social workers to local and international conferences in order to be abreast with best practices in social work delivery.

- **as occasion demands**

49. Social Security Services

- i. Adopt the Federal government policy of one meal a day for primary school pupils;
- ii. all public facilities and structures will be built with due consideration for the physically challenged; and
- iii. all public facilities and structures would be made elderly friendly;

- **January to December**

50. Capacity Building for Staff

- i. Capacity building of Staff of Ministry of Women Affairs and Social Development in project proposal writing; and
- ii. collaboration with relevant institutions and development partners for information sharing, especially, on how to access donor fund.

- **January – December**

51. Promote Interreligious Peace and Harmony

- i. organise monthly meetings of National-Inter Religious Committee (NIREC);

• **January to December**

- ii. coordinate the activities of the Christian Welfare Board;
- iii. coordinate the activities of the Muslim Welfare Board

• **January to December**

- iv. Participation of Ondo State contingent in Pilgrimage to Mecca and Jerusalem

• **National Pilgrim's Board Calendar**

52. Monitoring And Evaluation

- i. monitoring and evaluation of project activities;
- ii. collation of data/survey of vulnerable women and girls across the state for enlistment in skill acquisition programme;
- iii. carrying out survey/data collection on OVC, persons living with disability, widows, indigent women and elderly;
- iv. preparing the monthly, quarterly and annual report of monitoring and evaluation;
- v. conducting of quarterly progress review meetings; and
- vi. production of annual work plan.

• **January to December**

YEAR 2019

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- i. Creation of the Women Development Centre as an Agency of the Ministry of Women Affairs and Social Development.

• Action Completed

54. Infrastructural Development

- i. renovation of the Ministry's Headquarter, Zonal and Area offices;
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- x. provision of vocational, educational and recreational facilities in all the centres; and
- xi. procurement of utility vehicles for the children home, the rehabilitation, correctional and skill acquisition centre and other projects of the ministry.

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- i. enforce the Ondo State Child Rights Law, especially as it affects the punishment of perpetrators of child related offences;
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• January to June

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- i. upgrade the Skill Acquisition Centre at the Ministry to a Women Development Centre. The building within the Ministry, currently underused, should be fully utilized to start off the Skill Acquisition Centre.

• January to December (Development Programme)

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- i. Establish a special Fund for Women Development.
 - **January to December (Development Programme)**
- ii. Encourage women to set up groups and co-operatives
 - **January to December (Development Programme)**
- iii. Formation of Clustered Food Processing Centre for Women to enhance production.
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- v. Fashion Designing Hub: procurement of Industrial Machines, which individuals cannot afford, and install in a central location. The equipment will be given to the Tailors 'Association on loan to enable members access the facilities at a fee. E.g. Monogram Machine, Whipping Machine, Tinko and 20V Multi-Purpose Machine. Pilot Projects should be established.
 - **Time Frame: January – December**
- vi. Expose women to basic skills in improved agricultural production, basic accounting and record keeping to qualify them for loans
 - **January – December**
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 - **January – December**

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 - **April (annual event)**
- iii. Sponsor Women to National and International Conferences;
 - **Time Frame: As occasion demands.**

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- i. implementation of 35% affirmative action in political appointment and elective positions;
 - **January - December**

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- v. Organise quarterly mobilization and sensitization meetings with women groups;

• January to December

62. Promotion of Child Development

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- iii. make provision for educational materials for Orphan and Vulnerable Children
- iv. collaboration with NGOs whose vision are in line with caring for vulnerable children;
- v. collaborate with the National Action Committee on OVC
- vi. revive the Ondo State Children Parliament;
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• January to December

63. Promotion of Social Welfare Services

- i. build care houses through Private Public Partnership (PPP).

• Action Completed

- ii. Provide Free Health Care for the elderly in all state health Centers
- iii. provide senior citizen centres in each of the Local Government. This is the best practice all over the world where elderly persons assemble at the day time to interact and recreate. The place should be equipped with facilities

such as gym, elderly people's friendly lock up shops and inter-generational educational facilities;

- iv. provision of Monthly stipend of N5, 000 each should be given to the elderly;
- v. Periodic meetings and seminars by the Elderly People's Association of Nigeria (EPAN) to be monitored by social workers; and

- **January to December**

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- **2nd of October (Annual Event)**

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- i. Creation of family welfare services in all the Local Governments;

- **January to December**

- ii. counselling intending child adopters on how to handle adopted children;
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- **as occasion demands**

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- i. Capacity building of Staff of Ministry of Women Affairs and Social Development in project proposal writing; and
- ii. collaboration with relevant institutions and development partners for information sharing, especially, on how to access donor fund.

- **January – December**

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- i. organise monthly meetings of National-Inter Religious Committee (NIREC);

• **January to December**

- ii. coordinate the activities of the Christian Welfare Board;
- iii. coordinate the activities of the Muslim Welfare Board

• **January to December**

- iv. Participation of Ondo State contingent in Pilgrimage to Mecca and Jerusalem

• **National Pilgrim's Board Calendar**

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- i. monitoring and evaluation of project activities;
- ii. collation of data/survey of vulnerable women and girls across the state for enlistment in skill acquisition programme;
- iii. carrying out survey/data collection on OVC, persons living with disability, widows, indigent women and elderly;
- iv. preparing the monthly, quarterly and annual report of monitoring and evaluation;
- v. conducting of quarterly progress review meetings; and
- vi. production of annual work plan.

• **January to December**

70. Mid-Term Review

• **March**

YEAR 2020

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- i. Creation of the Women Development Centre as an Agency of the Ministry of Women Affairs and Social Development.

• Action Completed

72. Infrastructural Development

- i. renovation of the Ministry's Headquarter, Zonal and Area offices;
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- iii. painting of the perimeter fence of the Ministry;
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- viii. renovation of the Alagbaka Cenotaph;
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- x. provision of vocational, educational and recreational facilities in all the centres; and
- xi. procurement of utility vehicles for the children home, the rehabilitation, correctional and skill acquisition centre and other projects of the ministry.

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- i. enforce the Ondo State Child Rights Law, especially as it affects the punishment of perpetrators of child related offences;
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- iv. design a state law, in line with the Criminal Code, on curbing the activities of beggars, destitute and social miscreants to engender societal peace using mostly preventive approaches.

• January to June

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- i. upgrade the Skill Acquisition Centre at the Ministry to a Women Development Centre. The building within the Ministry, currently underused, should be fully utilized to start off the Skill Acquisition Centre.

• January to December (Monitoring and Evaluation)

75. Encourage Women Development

- i. Establish a special Fund for Women Development.
 - **January to December (Monitoring and Evaluation)**
- ii. Encourage women to set up groups and co-operatives
- iii. **January to December (Monitoring and Evaluation)**
- iv. Formation of Clustered Food Processing Centre for Women to enhance production.
 - **January to December (Monitoring and Evaluation)**
- v. Formation of Clustered Women Farmers
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- vii. Fashion Designing Hub: procurement of Industrial Machines, which individuals cannot afford, and install in a central location. The equipment will be given to the Tailors 'Association on loan to enable members access the facilities at a fee. E.g. Monogram Machine, Whipping Machine, Tinko and 20V Multi-Purpose Machine. Pilot Projects should be established.
 - **Time Frame: January – December**
- viii. Expose women to basic skills in improved agricultural production, basic accounting and record keeping to qualify them for loans
 - **January – December (Ongoing Programme)**
- ix. register, monitor and co-ordinate the activities of Non-Governmental Organizations (NGOs) and Women Groups in the state;
 - **January – December (Ongoing Programme)**

76. Women Enlightenment and Capacity Building

- i. Organise the Governor's Wife monthly Interactive Meeting with women (Gbebiro)
 - **January to December (Ongoing Programme)**
- ii. Organise Ondo State Annual Women Summit;
 - **April (annual event)**
- iii. Sponsor Women to National and International Conferences;
 - **Time Frame: As occasion demands.**

77. Improve women participation in politics

- i. implementation of 35% affirmative action in political appointment and elective positions;
 - **January - December (Ongoing Programme/Evaluation)**

78. Promote Girl Child Education

- i. Encourage girls to aim for higher education.
- ii. Encourage girls to stay and finish school.
- iii. Ensure continuing education for early school leavers.
- iv. Encourage girls to venture into new fields and careers
- v. Enlist the interest of girls in mathematics, science and technology and organise ICT holiday camps for them to make them players in the digital world.

• July to September (Holiday Programme)

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- i. Periodic anti child abuse Advocacy and sensitization programmes through Radio and Television, seminars, workshops, etc.
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- iv. Engage in radio, television and drama programmes to enlighten the public on elderly related activities such as their protection and welfare;
- v. Organise quarterly mobilization and sensitization meetings with women groups;

• January to December (Ongoing Programme)

80. Promotion of Child Development

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- ii. hold periodic meetings with all stakeholders in care of children;
- iii. make provision for educational materials for Orphan and Vulnerable Children
- iv. collaboration with NGOs whose vision are in line with caring for vulnerable children;
- v. collaborate with the National Action Committee on OVC
- vi. revive the Ondo State Children Parliament;
- vii. set up Child Rights Clubs in schools;
- viii. participation of Ondo State children in the International Day of the Child and;
- ix. participation of Ondo State children in the Children Day Celebration.

• January to December(Ongoing Programme)

81. Promotion of Social Welfare Services

- i. build care houses through Private Public Partnership (PPP).

• Action Completed (Monitoring and Evaluation)

- ii. Provide Free Health Care for the elderly in all state health Centers
- iii. provide senior citizen centres in each of the Local Government. This is the best practice all over the world where elderly persons assemble at the day time to interact and recreate. The place should be equipped with facilities such as gym, elderly people's friendly lock up shops and inter-generational educational facilities;
- iv. provision of Monthly stipend of N5, 000 each should be given to the elderly;
- v. Periodic meetings and seminars by the Elderly People's Association of Nigeria (EPAN) to be monitored by social workers; and

• January to December(Ongoing Programme)

- vi. Annual observation of the International Day of the Elderly.

• 2nd of October (Annual Event)

82. Promotion of Family Welfare Services

- i. Creation of family welfare services in all the Local Governments;

• Action Completed

- ii. counselling intending child adopters on how to handle adopted children;
- iii. investigate both the adopter and the adoptee before concluding adoption; and
- iv. Stipulate maximum of three months processing time before adoption.

• January to December (Ongoing Programme)

83. Training and Retraining of Social Workers

- i. motivate Social Workers for effective social work delivery;

• January to December(Ongoing Programme)

- ii. Train Social workers and health professionals to equip them towards rendering high standard services to the people and to cope with the dynamics of the job; and
- iii. Sponsor Social workers to local and international conferences in order to be abreast with best practices in social work delivery.

• as occasion demands

84. Social Security Services

- i. Adopt the Federal government policy of one meal a day for primary school pupils;

- ii. all public facilities and structures will be built with due consideration for the physically challenged; and
- iii. all public facilities and structures would be made elderly friendly;

• January to December(Ongoing Programme)

85. Capacity Building for Staff

- i. Capacity building of Staff of Ministry of Women Affairs and Social Development in project proposal writing; and
- ii. collaboration with relevant institutions and development partners for information sharing, especially, on how to access donor fund.

• January – December(Ongoing Programme)

86. Promote Interreligious Peace and Harmony

- i. organise monthly meetings of National-Inter Religious Committee (NIREC);
- ii. coordinate the activities of the Christian Welfare Board;
- iii. coordinate the activities of the Muslim Welfare Board

• January to December

- iv. Participation of Ondo State contingent in Pilgrimage to Mecca and Jerusalem

• National Pilgrim’s Board Calendar

87. Monitoring And Evaluation

- i. monitoring and evaluation of project activities;
- ii. collation of data/survey of vulnerable women and girls across the state for enlistment in skill acquisition programme;
- iii. carrying out survey/data collection on OVC, persons living with disability, widows, indigent women and elderly;
- iv. preparing the monthly, quarterly and annual report of monitoring and evaluation;
- v. conducting of quarterly progress review meetings; and
- vi. production of annual work plan.

• January to December(Ongoing Programme)

YEAR 2021

88. Restructuring of the Ministry:

- i. Creation of the Women Development Centre as an Agency of the Ministry of Women Affairs and Social Development.

• Action Completed

89. Infrastructural Development

- i. renovation of the Ministry's Headquarter, Zonal and Area offices;
- ii. renovation of the Babafunke Ajasin Auditorium;
- iii. painting of the perimeter fence of the Ministry;
- iv. soft landscape of the perimeter fence and the environment of the ministry;
- v. construction of Rehabilitation Centre;
- vi. renovation of facilities at the Children Home at Oba Ile road, Akure and the Day Care Centre at the State Secretariat Complex;
- vii. construction of a park at the Children Home at Oba Ile road;
- viii. renovation of the Alagbaka Cenotaph;
- ix. renovation of the Correctional Home with the provision of adequate security to prevent escape of inmate and protect staff;
- x. provision of vocational, educational and recreational facilities in all the centres; and
- xi. procurement of utility vehicles for the children home, the rehabilitation, correctional and skill acquisition centre and other projects of the ministry.

• Action Completed

90. Documentation and Implementation of Social Policies

- i. enforce the Ondo State Child Rights Law, especially as it affects the punishment of perpetrators of child related offences;
- ii. publish, disseminate and enforce the law on Elimination of all forms of Discrimination Against Women (CEDAW);
- iii. design a state policy on the welfare of the aged in line with the National Policy on Ageing; and
- iv. design a state law, in line with the Criminal Code, on curbing the activities of beggars, destitute and social miscreants to engender societal peace using mostly preventive approaches.

• January to June

91. Resuscitation of Skill Acquisition

- i. upgrade the Skill Acquisition Centre at the Ministry to a Women Development Centre. The building within the Ministry, currently underused, should be fully utilized to start off the Skill Acquisition Centre.

• January to December (Monitoring and Evaluation)

92. Encourage Women Development

- i. Establish a special Fund for Women Development.
 - **January to December (Monitoring and Evaluation)**
- ii. Encourage women to set up groups and co-operatives
- iii. **January to December (Monitoring and Evaluation)**
- iv. Formation of Clustered Food Processing Centre for Women to enhance production.
 - **January to December (Monitoring and Evaluation)**
- v. Formation of Clustered Women Farmers
- vi. **January to December (Monitoring and Evaluation)**
- vii. Fashion Designing Hub: procurement of Industrial Machines, which individuals cannot afford, and install in a central location. The equipment will be given to the Tailors 'Association on loan to enable members access the facilities at a fee. E.g. Monogram Machine, Whipping Machine, Tinko and 20V Multi-Purpose Machine. Pilot Projects should be established.
 - **Time Frame: January – December**
- viii. Expose women to basic skills in improved agricultural production, basic accounting and record keeping to qualify them for loans
 - **January – December (Ongoing Programme)**
- ix. register, monitor and co-ordinate the activities of Non-Governmental Organizations (NGOs) and Women Groups in the state;
 - **January – December (Ongoing Programme)**

93. Women Enlightenment and Capacity Building

- i. Organise the Governor's Wife monthly Interactive Meeting with women (Gbebiro)
 - **January to December (Ongoing Programme)**
- ii. Organise Ondo State Annual Women Summit;
 - **April (annual event)**
- iii. Sponsor Women to National and International Conferences;
 - **Time Frame: As occasion demands.**

94. Improve women participation in politics

- i. implementation of 35% affirmative action in political appointment and elective positions;
 - **January - December (Ongoing Programme/Evaluation)**

95. Promote Girl Child Education

- i. Encourage girls to aim for higher education.
- ii. Encourage girls to stay and finish school.
- iii. Encourage girls to venture into new fields and careers
- iv. Enlist the interest of girls in mathematics, science and technology and organise ICT holiday camps for them to make them players in the digital world.

• July to September (Holiday Programme)

96. Sensitization and Advocacy

- i. Periodic anti child abuse Advocacy and sensitization programmes through Radio and Television, seminars, workshops, etc.
- ii. organize sensitization workshops and enlightenment campaigns on the Child Rights Convention, Child Rights Act and various aspects of child welfare in all the Local Government of the state.
- iii. Engage in adequate advocacy and public enlightenment programme on women health related issues;
- iv. Engage in radio, television and drama programmes to enlighten the public on elderly related activities such as their protection and welfare;
- v. Organise quarterly mobilization and sensitization meetings with women groups;

• January to December (Ongoing Programme)

97. Promotion of Child Development

- i. monitor to ensure strict compliance of the Child Rights Law on the management of the Children Homes, Orphanages and Day Care Centres;
- ii. hold periodic meetings with all stakeholders in care of children;
- iii. make provision for educational materials for Orphan and Vulnerable Children
- iv. collaboration with NGOs whose vision are in line with caring for vulnerable children;
- v. collaborate with the National Action Committee on OVC
- vi. revive the Ondo State Children Parliament;
- vii. set up Child Rights Clubs in schools;
- viii. participation of Ondo State children in the International Day of the Child and;
- ix. participation of Ondo State children in the Children Day Celebration.

• January to December(Ongoing Programme)

98. Promotion of Social Welfare Services

- i. build care houses through Private Public Partnership (PPP).

• **Action Completed (Monitoring and Evaluation)**

- ii. Provide Free Health Care for the elderly in all state health Centers
- iii. provide senior citizen centres in each of the Local Government. This is the best practice all over the world where elderly persons assemble at the day time to interact and recreate. The place should be equipped with facilities such as gym, elderly people's friendly lock up shops and inter-generational educational facilities;
- iv. provision of Monthly stipend of N5, 000 each should be given to the elderly;
- v. Periodic meetings and seminars by the Elderly People's Association of Nigeria (EPAN) to be monitored by social workers; and

• **January to December(Ongoing Programme)**

- vi. Annual observation of the International Day of the Elderly.

• **2nd of October (Annual Event)**

99. Promotion of Family Welfare Services

- i. Creation of family welfare services in all the Local Governments;

• **Action Completed**

- ii. counselling intending child adopters on how to handle adopted children;
- iii. investigate both the adopter and the adoptee before concluding adoption; and
- iv. Stipulate maximum of three months processing time before adoption.

• **January to December (Ongoing Programme)**

100. Training and Retraining of Social Workers

- i. motivate Social Workers for effective social work delivery;

• **January to December(Ongoing Programme)**

- ii. Train Social workers and health professionals to equip them towards rendering high standard services to the people and to cope with the dynamics of the job; and
- iii. Sponsor Social workers to local and international conferences in order to be abreast with best practices in social work delivery.

• **as occasion demands**

101. Social Security Services

- i. Adopt the Federal government policy of one meal a day for primary school pupils;

- ii. all public facilities and structures will be built with due consideration for the physically challenged; and
- iii. all public facilities and structures would be made elderly friendly;

• January to December(Ongoing Programme)

102. Capacity Building for Staff

- i. Capacity building of Staff of Ministry of Women Affairs and Social Development in project proposal writing; and
- ii. collaboration with relevant institutions and development partners for information sharing, especially, on how to access donor fund.

• January – December(Ongoing Programme)

103. Promote Interreligious Peace and Harmony

- i. organise monthly meetings of National-Inter Religious Committee (NIREC);
- ii. coordinate the activities of the Christian Welfare Board;
- iii. coordinate the activities of the Muslim Welfare Board

• January to December

- iv. Participation of Ondo State contingent in Pilgrimage to Mecca and Jerusalem

• National Pilgrim's Board Calendar

104. Monitoring And Evaluation

- i. monitoring and evaluation of project activities;
- ii. collation of data/survey of vulnerable women and girls across the state for enlistment in skill acquisition programme;
- iii. carrying out survey/data collection on OVC, persons living with disability, widows, indigent women and elderly;
- iv. preparing the monthly, quarterly and annual report of monitoring and evaluation;
- v. conducting of quarterly progress review meetings; and
- vi. production of annual work plan.

• January to December(Ongoing Programme)

105. Terminal Review

• January

CHAPTER 10

INFORMATION, ORIENTATION AND MOBILIZATION

BY

SUB-COMMITTEE ON INFORMATION,
ORIENTATION AND MOBILIZATION

Chief Eric Teniola

Chairman

Mr. Ademola Adetula

Secretary



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SECTION 1 Constitution of Sub-Committee on Information, Orientation and Mobilization**1.1 Membership**

1.	Mr. Eric Teniola	-	Chairman
2.	Chief Olu Adegboro	-	Member
3.	Mr. Soji Alakuro	-	Member
4.	Mr. Osewole Modupe	-	Member
*5.	Mr. Yemi Olowolabi	-	Member
*6.	Mr. Sola Atere	-	Member
*7.	Mr. Gabriel Akinnadewo	-	Member
*8.	Mrs. Sola Momoh	-	Member
9.	Mr. Sola Imoru	-	Member
*10.	Mr. Kola Akintoba	-	Member
*11.	Mr. Donald Ojogo	-	Member
12.	Mr. James Sowole	-	Member
13.	Mr. Akinwande Akinrodoye	-	Member
14.	Mr. Ademola Adetula	-	Secretary

CO-OPTED MEMBERS

1.	Mr. Steve Alabi	-	Member
2.	Mr. Martins Oloja	-	Member
3.	Dr. Gbenga Abimbola	-	Member
*4.	Prince Leke Adegbite	-	Member
5.	Mr. Ayo Ogedengbe	-	Member

***It should be noted that these members did not attend any of the meetings of the Sub-Committee.**

Number of Sitzings: 1

SECTION 2 ORIENTATTION AND MOBILIZATION

Orientation and Mobilization are twin tools of governance used by Government to work on the human element to gain acceptability, popularity, credibility and legitimacy.

Unfortunately, only a few administrations in the State have successfully used Orientation and Mobilization on a sustainable basis. Indeed, some past Governors in the State were noted for mismanaging the goodwill that brought them to the saddle shortly after taking office.

The present Government should break the jinx by instituting an Orientation and Mobilization arm that will drive Government policies across all sectors on a sustainable basis in order to consistently deliver appreciable and unprecedented development to the State.

2.1 Present State of Orientation and Mobilization Efforts in The State:

Orientation and Mobilization activities under the past administrations were handled by the Department of Orientation and Mobilization under the Ministry of Information. The activities of the Department were thus hampered by bureaucracy and its impact was felt at the beginning of the life of each administration, after which it gradually fizzled out. This untoward development created a situation of apathy, lack of sustained popularity and disconnect between the Government and the governed.

Besides, the identified programmes such as the CARING HEART and *BEBE NLO* created to orientate and mobilize the citizenry were elitist in nature as they were rendered in English, thus alienating the mass illiterate population who was adjudged to be the voting population.

2.1.1 Identified Gaps in Orientation and Mobilization Efforts:

- Governments were popular at inauguration but steadily lose the good will to unpopular and selfish programmes;
- There was loss of State values and ethos of **hard work, honesty, probity, accountability, diligence, and integrity** which are the components of the State Mantra, *Ise loo gun ise*;
- Apathy and distrust of Government were rife. Public relations, publicity and orientation programmes were lost as Government seemed to be talking to itself or winking in the dark;

- There was disconnect between the Government and the governed as the dividends of democracy – development, employment, welfare, salaries, equitable infrastructural development – were lacking.
- There were nepotism and politicization of governance: appointments, policies, etc.
- Insensitivity to the plight and welfare of the people
- Orientation programmes were predominantly rendered in English, thus shutting out the mass illiterate populace.

2.2 The Way Forward (Strategies):

Efforts should be made by Government to design programmes and strategies to fill the identified gaps and mobilize the citizenry to imbibe the kernels of industry, honesty, diligence, integrity, probity and accountability that constitute the State's mantra, *Ise loo gun ise* as outlined below:

2.3 Mission/Mission Statement:

To educate and re-orientate the citizens of Ondo State on Government policies, programmes and activities, and create an enduring partnership between the Government and the governed; mobilize them for effective utilization of State resources for individual and collective happiness and fulfilment in a sustainable manner.

Specific Suggestion:

Government should distinguish between Orientation and Mobilization programmes and design programmes for their adequate execution as follows:

2.4 Orientation:

The purpose of Orientation is to make the Government functionaries and the citizenry to unlearn the old ways of **apathy, indiscipline, corruption** created by years of misrule and embrace the new culture of **re-engineering, attitudinal change, re-awakening and rebirth** to achieve the values of **hard work, diligence, honesty, accountability, integrity and entrepreneurship** that constitute State Mantra, *Ise loo gun ise*.

2.4.1 Objectives of Orientation:

The objectives of the Orientation Programme of the Department of Orientation and Mobilization shall be to:

- Identify the ethical failures and attitudinal gaps in the State;
- Educate, enlighten, persuade and convince Ondo State people to accept and adopt attitudinal, ethical, social and value re-evaluation and re-orientation aimed at delivering a new order and moving the State forward;
- Orientate the people with a view to removing communication gap between the Government and the people;
- Promote bottom-up relationship through feedback mechanism;
- Orientate and re-orientate political leaders/appointees, party members/loyalists, public, pressure groups and civil servants as appropriate;
- Project and promote the credibility, image and reputation of the Government;

Gaps in Orientation Efforts: They are as listed in (1.2.1) above

2.4.2 Recommendations:

- Create an Orientation programme tagged, New Era, to serve as the organ for propagating Government programmes, disseminating messages (jingles, playlets, radio/TV programmes) and preaching change in the media and the public fora;
- Create the ‘*OTUN, OTUN NI*’ version in Yoruba and its equivalent in Ilaje/Apoi for the purpose above;
- Government programmes in (i-ii) above should be massively relayed in electronic media for reach and impact;
- Appoint a target-driven, results-oriented and knowledge/technology savvy official as Director of Orientation and Mobilization;
- Institute annual performance tasks broken into quarterly, monthly, weekly and daily tasks for the Department to achieve sustainable performance;
- Strengthen the Department of Orientation and Mobilization with officials with target-driven and results-oriented skills to break unnecessary bureaucracy and engender sustainable performance;
- Appoint professionals trained on journalism and public relations or their equivalents as staff in the Department;
- Do things differently and deliver unprecedented development to the people on a sustainable basis in line with the new-found mantra, **Think Anew, Act Anew**;

- Create units of the Department in all MDAs and local councils and charge them with the responsibility to coordinate, supervise and report all Government activities, programmes and policies to the Director of Orientation and Mobilization for prompt, regular and effective reportage to the people through the media;
- Fund and empower the Department of Orientation and Mobilization to implement its activities, programmes and policies.

2.4.3 Strategies:

- Institute Town Hall meetings for Mr. Governor and Exco members to interact with the grassroots on issues pertaining to Government programmes, activities and policies and the people's needs within six months of inauguration and on a sustainable basis to gain popularity and legitimacy;
- Create Orientation and Mobilization units at the MDAs to be headed and coordinated by Information Officers;
- Create Orientation and Mobilization units at the local councils (LGAs) to be headed by Information Officers who will coordinate and implement the activities of the agency at that level;
- Create a surveillance unit of the Orientation and Mobilization Agency to supervise, monitor and evaluate the activities of the agency at the MDA and local council levels regularly and report to the Head of the Agency;
- Distribute leaflets containing enlightenment messages;
- Produce and air public-confidence-building jingles and documentaries in the media on a regular basis;
- Air weekly television and radio programmes in local languages on Government policies and programmes;
- Produce and publish news, features and commentaries on all Government ministries, departments and agencies on Government online media on a daily basis;
- Mobilize groups and Associations for sensitization on prevailing issues in the Society;
- Strengthen relationships and confidence-building activities across MDAs and LGAs;
- Train and re-train all information and mobilization officers in all MDAs and LGAs in current mobilization and information management;

2.5 Mobilization:

While Orientation is the act and the programme for instituting and achieving attitudinal change, Mobilization is the channel, the vehicle for attaining the desired change.

2.5.1 Gaps in Mobilization Efforts:

- Mobilization programmes were predominantly rendered in English, thus alienating the mass illiterate populace;
- Mobilization efforts were inadequate or almost non-existent as deliberate efforts were hardly made to identify with the grassroots through traditional and religious leaders on a sustainable basis;
- Mobilization was activity driven and based (i.e. they were carried out when there was crisis or bad press or when there was a particular programme in view) instead of being proactive and deliberate;
- Little efforts were made to employ the new media (the medium of the present and the future) to carry the teeming internet- and technology-savvy youths who research says constitute about 60 per cent of any Community's population.

2.5.2 Objectives:

- To mobilize Government functionaries to connect with the populace through Town Hall Meetings, educative and enlightenment programmes;
- To employ the media to mobilise and galvanize the populace to embrace a new order being championed by the new Government;
- To mobilize the citizenry to unlearn the prevailing acts of indiscipline, apathy and corrupt tendencies embrace attitudinal change;
- To engrain a sense of belonging in the citizenry and mobilize them to see themselves as owners of and contributors to Government
- To mobilize the Government to elicit feedback from the citizenry with a view to engendering a sense of belonging.

2.5.3 Strategies to Achieve Massive Mobilization: Time Table attached as appendix

- Organize interactive sessions (on the message of change and New Order) with various interest groups: political office holders, Obas and chiefs, civil servants,

community leaders, teachers, lecturers, students/teachers, market women and farmers, artisans, trade groups and unions, etc, across the State from time to time.

- Organize educative and sensitization programmes, jingles, playlets in the media
- Write features and opinion articles in the new and conventional media to reach the teeming youths.

2.6 Need for Orientation and Mobilization

- Peace and security in the State;
- Acceptability and legitimacy;
- Change-oriented, people-oriented, efficient, purposeful and responsive Government that will drive sustainable development;
- To emplace diligence, selflessness and honesty in public service;
- Patriotism and sense of belonging;
- Continuity and creativity in growing critical sectors of the economy: education, agriculture (improving production), health, economy, water resources, industrialization (creating opportunities and enhancing income, empowerment (unleashing opportunities).

2.6.1 Drivers of Orientation and Mobilization:

- POLITICAL OFFICE HOLDERS:**
 - The Governor
 - The Deputy Governor
 - The Executive Council (Commissioners, etc)
 - Members of House of Assembly, House of Representatives and the Senate
 - Chairmen and Councilors of LGAs
 - Chairmen and members of Boards and parastatals
 - Special Advisers
 - Special Assistants
- CIVIL AND PUBLIC SERVANTS ACROSS THE STATE**
- TEACHERS -- Primary and Secondary schools**
- LECTURERS -- Universities and Polytechnics**
- OBAS**
- RELIGIOUS LEADERS**

- vii. NGOs
- viii. CIVIL SOCIETY ORGANIZATIONS IN THE STATE
- ix. PENSIONERS
- x. ASSOCIATION OF FEDERAL GOVERNMENT ESTABLISHMENTS IN THE STATE
- xi. PROFESSIONAL BODIES
- xii. ORGANIZED PRIVATE SECTOR
- xiii. YOUTHS AND YOUTH ASSOCIATIONS
- xiv. ARTISANS -- Mechanics, Welders, Plumbers, Tailors, Hairdressers, Carpenters, Bricklayers, etc.
- xv. TRANSPORT UNIONS: DRIVERS/OKADA RIDERS

2.6.2 Statement of Objectives and Recommended Programmes for Drivers of Orientation and Mobilization:

i. POLITICAL OFFICE HOLDERS:

Objectives:

To encourage political office holders to:

- Imbibe the change agenda;
- Deliver and inculcate the purpose and messages of change – probity, accountability, patriotism, selfless service, honesty and modesty in public service and life – to the people;
- Show responsive leadership through responding appropriately to public requests, needs and complaints;
- Interact regularly with the people to explain Government policies, programmes and activities;

Recommended Programmes:

- Hold Town Hall meetings with the people at MDAs, Local Government, ward and Community levels;
- Hold quarterly retreats, seminars and workshops for political office holders on issues relating to responsible and responsive leadership;

- Monitor their compliance and performance levels through monthly reports and surveillance mechanisms;
- Cause political office holders to give monthly reports to their constituents.

ii. **CIVIL AND PUBLIC SERVANTS:**

Objectives:

- To re-engineer and re-orientate public and civil servants to demonstrate uncommon commitment, integrity and probity in public and civil service;
- To inculcate the message of discipline and loyalty in service conduct and delivery

Recommended Programmes:

- Organize relevant and regular training and re-training programmes – professional, ethical, etc – for public and civil servants;
- Organize quarterly orientation and mobilization programmes at State and Local Government levels;
- Provide welfare programmes and packages such as car loans, housing loans, direct micro credit facilities for public and civil servants;

iii. **TEACHERS – PRIMARY AND SECONDARY**

Objectives:

- To orientate primary school teachers on the need to see themselves as character builders;
- To instill the spirit of diligence and commitment in teachers at this level;
- To encourage teachers to instill the ethics of godliness and good neighbourliness in students.

Recommended Programmes:

- Organize retreats, workshops, seminars and conferences on professionalism, ethics and morality for teachers;
- Encourage professional unions to train and re-train teachers and collaborate with them as appropriate;

- Encourage teachers to shun strikes and crises and embrace dialogue to resolve differences;
- Encourage guidance counsellors in Schools to organize programmes for students on codes of morality, ethics, values, etc.

iv. **LECTURERS:**

Objectives:

- To re-orientate and re-focus lecturers in the State to imbibe academic culture and ethos and philosophy;
- To encourage lecturers to adopt dialogue to resolve crises;
- To encourage lecturers to see themselves as locus parentis to students;
- To encourage and to engender good moral behaviour among the leaders' tomorrow

Recommended Programmes:

- Encourage heads of tertiary institutions to organize retreats, seminars and workshops for lecturers and students on shunning social vices such as rape, examination misconduct, cultism, online scam, etc.;
- Encourage Heads of Tertiary Institutions to organize retreats, seminars and workshops for lecturers on adopting dialogue to solve institutional problems;
- Encourage Heads of Tertiary Institutions to send lecturers on international conferences, retreats, seminars and workshops on professional and behavioural issues to achieve best practices;

v. **OBAS AND RELIGIOUS LEADERS**

Objectives:

- To establish cordial and collaborative relationship with traditional and religious leaders;
- To encourage them to collaborate achieve good brotherliness security;
- To encourage them to collaborate to promote moral values and eliminate social vices in the society;

vi. NGOs/OTHERS:

NGOs, Civil Society Organizations, organized private sector, professional bodies, Association of Federal Government Establishments in the State, etc.

Objectives:

- To partner and collaborate with Non-Governmental organizations and other bodies to foster socio-economic development and achieve good Government in the State

Recommended Programmes:

- Organize collaborative programmes – seminars, workshops, etc. – with the organizations

vii. PENSIONERS:

- To create and promote a sense of belonging with senior citizens in the State

viii. YOUTHS AND YOUTH ASSOCIATIONS:

Objectives:

- To promote cordial relationship among youths and Youths' Associations;
- To give them a sense of belonging and fire up their patriotism verve to contribute to the development of the State

Recommended Programmes:

- Organize youth conferences to engender a sense of belonging and promote social and ethical values among youths;
- Organize entrepreneurship programmes for youths through youth associations to tackle unemployment and create jobs.

ix. ARTISANS:

Vulcanizers, barbers, carpenters, tailors, plumbers, welders, hairdressers, mechanics, bricklayers, etc.

Objectives:

- To re-orientate and mobilize artisans as responsible members of society and give them a sense of belonging;
- To collaborate with them to reshape their contributions to societal good as creators of wealth and jobs and moulders of the character of apprentices.

Recommended Programme:

- Hold regular meetings with their executives;
- Make credit facilities available to them

x. TRANSPORT WORKERS: NURTW, NURTE, ACOMORON

Objectives:

- To interact with them on issues affecting them and to integrate them into society;
- To promote intra- and inter-association relationship among the unions with a view to engendering peace and security in the society.

xi. RELATIONSHIP WITH FEDERAL ESTABLISHMENTS IN THE STATE:

Objective:

- To collaborate with Federal Government establishments in the State to exchange notes on issues of mutual importance with a view to achieving enhanced publicity and improved image.

Suggested Programme:

- Quarterly meeting with heads of the establishments;
- Holding collaborative programmes such as seminars, workshops, etc.

xii. MONITORING AND EVALUATION PROCEDURES:

- Submission of monthly reports by Heads or Coordinators of Orientation and Mobilization Units attached to MDAs, LGAs;
- Monitoring of units by the Surveillance Unit of the Orientation and Mobilization Agency

Table 1: *Implementation Plan (Orientation and Mobilization)*

	Activities/Programme Description	Output/Deliverables	Outcome	Strategy	Timelines
1.	Thank-you messages/ Sensitization of the public on Government programmes in the media (jingles/playlets, etc) through New Era; Otun, Otun Ni programmes	Air messages/programmes on the electronic media (TV and Radio); publish features, opinions and analyses on the print and online media.	Achieving paradigm shift on the change agenda and the new order to gain legitimacy and acceptability	Air jingles and playlets on state-owned TV and radio; use state-owned and national newspapers and online media for features, etc	From first week of inauguration
2.	Town Hall Meeting at LGAs/Obas by Mr. Governor and his team	Sensitization and interaction with LGA officials/Obas	Getting the LGA officials/Obas to understand Government policies and programmes for onward transmission to the people	1. Interactive sessions 2. Media coverage and reportage of the event	To commence from third month of inauguration
3.	Mass mobilization and sensitization of interest groups: traditional rulers, religious leaders, artisans, women groups, etc, by designated government officials	Interaction with the groups to create awareness and strengthen relationship	Achieve acceptability and sense of belonging	1. Interactive sessions 2. Media coverage and reportage	Effective from 4th month of inauguration
4.	Mass sensitization on prevalent issues: unemployment, recession, kidnapping, etc, by designated government officials	Creation of awareness in the media by relevant Government officials	Achieving public understanding and confidence on prevailing issues and challenges	Sensitization through jingles, posters, handbills, etc.	Effective from third month of inauguration

Report on Information, Orientation & Mobilization



	Activities/Programme Description	Output/Deliverables	Outcome	Strategy	Timelines
5.	Regular packaging and production of government activities and programmes and cutting them into DVDs	Mass production of DVDs of government, activities, achievements and distributing them to the populace	Deep understanding of government programmes by the people	1. Distribution of the DVDs in communities, churches, mosques, market places 2. Public showing of the programmes using signage vehicles	Effective from first one month of assuming office
6.	Production of jingles, playlets, documentaries, etc, on values that make the State tick (diligence, hard work, honesty, probity, etc).	Airing of the programmes: New Era and OTUN, OTUN NI, etc, on TV and radio	Achieving and deepening the understanding of Government policies, programmes, etc.		Ditto

SECTION 3 INFORMATION:

3.1 Introduction:

Information remains a critical element in governance. The Ministry of Information is the anchor, umbrella and coordinator of the activities of government in all the Ministries, Departments and Agencies, MDAs.

It is therefore expedient for the Ministry of Information and its Officials to be up and doing so that government can get the right image and reputation among its various publics as it strives to deliver government and development.

To achieve this end, an attempt is made to itemize the duties and responsibilities of the principal officers in the Ministry of Information and other media managers.

3.2 The Ministry of Information

- Is the organ responsible for disseminating credible and prompt information on Government programmes, activities and initiatives to the various publics;
- Serves as the mouthpiece of Government on all issues, programmes and activities;
- Collates information across MDAs through its designated information officers and disseminates same to the people;
- Is the image making and reputation management arm of the Government;
- Liaises with other MDAs to give perspective to issues, initiatives and programmes
- Manages orientation and mobilization efforts of Government;
- Handles the PR and advertising programmes of Government;
- Coordinates and services the media, PR and advertising needs of other MDAs;
- Formulates the information policies of Government;
- Organizes and manages Government's publicity functions and programmes;
- Produces a Weekly Bulletin;
- Performs other roles as may be assigned by the Governor.

**Relationship Between the Ministry of Information and Other Ministries,
Departments and Agencies:**

The Ministry of Information:

- Collates information across other ministries through its assigned information officers in the MDAs and disseminates and manages such information;
- Collates and manages information across LGAs through its designated information officers and disseminates same to the public
- Services and handles the orientation and mobilization needs of other ministries through its orientation and mobilization officers;
- Services and manages the orientation and mobilization needs of LGAs through its designated information or orientation and mobilization officers
- Handles the advert and PR needs of other MDAs and LGAs (professional needs only if every ministry has its own budget for publicity) through its designated officers;

3.2.1 Identified Gaps in The Ministry of Information:

- There is a high level of bureaucracy and red tapeism in the Ministry;
- Orientation and Mobilization responsibilities are not given sufficient attention and are hampered by bureaucracy
- The Ministry has a high level of staff without requisite qualification in journalism and/or advertising/public relations;
- Training and re-training of staff are inadequate;
- There are conflicts of interests and responsibilities among senior media managers, including the Commissioner as responsibilities are not clearly defined and delineated;
- There are conflicts of interests and responsibilities between officials who have who have responsibilities for managing government image and those charged with managing the Governor's image
- SSAs and SAs are often rendered redundant as there are no delineation of roles;
- Information officers are often redundant as the news room in the Ministry is not functional;
- Same for orientation and mobilization arms and officers;
- DG s and MDs of media houses lack professional and managerial expertise

- Same for Board members of the respective media;
- There are administrative and political interference from the top in the duties of State-owned media organizations;
- Professional staff are victimized and deployed punitively for political reasons while new and sometimes unqualified officers are recruited for same reasons;
- There is dearth of funds thus hampering the effective functioning of the Ministry.

Note: The solutions to these problems which span the respective aspects of the Ministry have been tackled accordingly while treating these areas.

Suffice it to say that the Ministry should be funded to enable it to perform its core information dissemination, image making and reputation building roles.

SECTION 4 PUBLIC RELATIONS AND ADVERTISING

4.1 Introduction

The Ministry of Information serves as the channel in the two-way communication between the Government and the governed, creating a positive awareness and identity for the entire citizenry and re-orientation of values in line with the vision of the State Government.

It serves as the public relations agency to the various arms of Government and undertakes directly and through the assistance of the media, an effective publicity of Government's efforts and activities.

It is consequent upon the above that it is advised that the present Ondo State Government should endeavor to place robust importance on the kernels of sustainable good performance, civility, accurate presentation of facts, sense of responsibility & responsiveness.

4.2 Objectives of Public Relations and Advertising

- To bolster the image and reputation of Government on a sustainable basis;
- To encourage Government to **persistently engage** in activities that will positively project its image and transform governance;
- To orientate the public relations and advertising practitioners in Government on the need to project the image of Government through engagement in best practices while carrying out their activities.

4.3 Major Stakeholders

- The Government
- The Media
- MDA's (Civil Service Commission, Office of the Director of Education, etc)
- Relevant Corporate Organizations: Experts in Media/ Public Relations & Advertising Sector, Corporate Services & Business Owners.

To achieve the purposes and objectives spelt out above, the main stakeholders that have responsibility for achieving good image for the government – Government, the media and the MDAs – are expected to perform the following tasks:

4.3.1 Duties & Responsibilities of Major Stakeholders

i. GOVERNMENT

- Government should place high premium on good performance as it is the kernel of public relations (a good product is easier to sell than a bad one);
- Mr. Governor, Mr. Deputy Governor, Commissioners and other Heads of MDAs to undergo training on effective carriage, presentation, speech delivery and public speaking generally;
- Ensure that all Government speeches and presentations are well written and professionally presented respectively;
- All Government programmes and activities are professionally packaged;
- Avoid propaganda and falsehood that may bring about irrecoverable loss of public confidence;
- Address issues with facts and figures and avoid attack on personalities;
- Respond to issues promptly and accurately in the new and conventional media so that opponents will not take advantage of dearth of information to reel out falsehood and propaganda;
- Ensure that all heads of Government MDAs carry themselves with CEO mentality and inspire enthusiasm and patriotism in all their subordinates in a manner that will make them good representatives of Government;
- Ensure that there is filial relationship and mutual sharing of information across MDAs;
- Government programmes and activities are reported at local, state, national and state levels and in local languages;
- Ensure that Government programmes, activities, souvenirs, projects, presentations, publications, etc are of impeccable quality and standard;
- Ensure that Government personnel – civil and public servants, teachers, political appointees – are well-trained to exhibit the best of standards: good communication skills, etiquette, finesse, carriage, etc.
- Respond to every criticism no matter how virulent with a sense of decorum;

- Do damage control promptly and responsibly in the few cases of bad press;
- Ensure that Government programmes and activities are promptly publicized in the media;
- Procure world-class facilities for all Government media outfits;
- Assemble experienced media and public relations practitioners who will proactively address issues and engage in responsible and effective media/public matters or relations;
- Ensure every public servant possesses the right code of conduct with the capacity to represent and defend the Government in their respective areas of jurisdiction;
- Adhere to Government Policies or Procedural By-laws when handling matters of complaints and grievances;
- Strive for continuous effective dialogue among Governments & the governed;
- Train information officers and public servants on effective public relations and Information technology;
- Provide support for MDAs to ensure that accurate and consistent information is dispensed to the public, Business Offices, Schools & LGAs.

ii. THE MEDIA

- Ensure that Government programmes, activities & information are reported & distilled effusively to citizens at Local, State & National levels;
- Be supportive of the promotional and educational initiatives of the Government;
- Assist in the Re-Orientation programme;
- Make media independent and professional;
- Make media productions of the best standard;
- Organize training and re-training programmes (professional and communication) for Government media practitioners regularly to enhance the capacity of personnel and achieve world-class output;
- Generate good content, including feedback elements.

iii. MINISTRIES, DEPARTMENTS AND AGENCIES, MDAs

- All Heads of MDAs should carry themselves with CEO mentality (i.e. approach issues as if they were the Governor) and ingrain same in their subordinates;
- All Heads of MDAs should create annual task and targets and break them into quarterly, monthly and weekly bits, pass them to their unit heads and subordinates to ensure accomplishment;
- All Heads of MDAs should hold weekly meetings with their heads of units on the expected tasks for the week;
- All heads of MDAs should ingrain in their subordinates the kernels of civil interaction and prompt attendance to clients' requests;
- All heads of MDAs should ensure their subordinates' compliance with the requirements of the civil service code: discipline, probity, accountability, punctuality, hard work, etc;
- All heads of MDAs should ensure prompt and quality execution of Government projects;
- All heads of MDAs should ensure their compliance with corporate excellence in terms of decorum, dress code, carriage, finesse, excellent service delivery, etc.

4.4 Policy

Ondo State recognizes the need for effective and organized communication and public relations among public servants, opinion leaders'/pressure groups in and outside the State

- Sustainable good performance shall be the springboard upon which effective public relations shall be based;
- Communication and public relations shall reflect basis in line with its mantra, **Think anew, Act Anew** by exemplifying our commitment to the State through educating the citizens on new morals & values of new administration to achieve excellence;
- There shall be a Strategic Plan for Advertising & Public Relations and the identification of experts with assigned responsibilities.

4.5 Guidelines: Mandate and Structure

- Ensure that all Above the Line (ATL) & Below the Line (BTL) communications reflect the beginning of greatness of Ondo State;
- Promote the religious activities within the State fairly and equitably as this avenue has been identified to be very of importance to the citizens;
- Facilitate the promotion of *Change begins with me* program
- Facilitate the recruitment and retention of students from Junior/Senior Secondary Schools & Universities in knowing the essential values and morals to build upon into the larger community

Expected Deliverables

- Well informed and positively-oriented public;
- Adequate enlightenment and publicity of Government programmes and activities;
- Well-equipped and up to standard Ministry of Information and Orientation
- Transformation of archival materials into wealth;
- Commercialization of Photographic studio with upgrade modern equipment and trained hands to render services;
- Commercialization of film unit for income generation activities alongside Governmental activities;
- Developing and assisting in training apprentices thus becoming job creation agent;
- Resuscitation of all zonal information offices throughout the State.

4.6 Advertising

Advertising expenditures should be for the purposes of informing and educating the public, as well as creating awareness of education programs, services, issues, events and community activities of specific interest or benefit to the publics.

GUILDLINES

- Due diligence shall be exercised in determining the advertising medium that maximizes cost efficiency;
- Appropriate approvals shall support the nature and the extent of an advertising campaign, and reflect State cultural heritage and values;
- Advertising campaigns shall be targeted to specific groups that have a demonstrable need for information;
- Advertising shall present objective, factual and explanatory information based on verifiable facts in an unbiased, fair and equitable manner;
- Advertising campaigns shall be in compliance with any applicable laws and regulations within the State and Industry at Large;
- Advertising expenditures shall be made in accordance with purchasing policies.

4.6.1 Advertising Strategies & Policies

People don't know what they want until you show it to them

Steve Jobs

Ondo State should emulate the functional advertising strategies and plans already adopted by the Lagos State Government.

- Audit existing Out of Home (OOH) sites and ensure annual payment to the Government is in order. If otherwise, reduce the number of privately-owned OOH Sites to Government Properties with less expensive structures but illuminated for beautification and all day brand visibility;
- Upgrade the technical base of the Radio and TV Station towards digital switch over to improve coverage & increase patronage for higher Return on Investment (ROI);
- Effect annual surcharge fees on branded vehicles within the State;
- Create experiential grounds for Brand/ Campaign activations across the State;
- Deploy Human shelters at the city layby for branding opportunity;
- Activate Seasonal carnivals/ Event with maximum publicity for various advertisers to leverage for Sponsorship which would eventually grow the guest visitation and increase the tourism drive of our State;

- Refurbish the Capital City Town Hall as a tourist Center;
- Create more Leisure parks for Outdoor family enjoyment with branding and advertising opportunities;
- Establish a film/movie college for young scholars to take off their creativity career as a function for engagement;
- Create for rental a conductive Film/ Movie Village for producers to premier movies and produce if need be, this would also increase our tourism scores amongst other SW States;
- Re-Orientation of Government workers on Corporate Identity.

4.7 Monitoring and Evaluation

- ALL Heads of Units to report rate of compliance with the PR blueprint to the Heads of Departments/Directorates who will submit to the Permanent Secretary/Director-General/Chairman for onward transmission to Mr. Governor on a monthly basis;
- Default should be sanctioned as appropriate to serve as a deterrent to others;
- There should be surprise visits to offices to get on-spot compliance level.

SECTION 5 PRINT MEDIA

5.1 Current State of The Hope Newspaper:

- Today, the situation of the newspaper has changed beyond description as there exists a very bloated staff strength of 107, excluding the Chairman, Chief Executive Officer and Editor-in-chief producing 115 copies circulated in very limited areas of the State
- The twin pillars of a credible medium, objectivity and professionalism, have, for long, been thrown overboard. This has impacted negatively on the titles.
- The Hope is no longer a paper readers and advertisers can identify with because it is now produced as a matter of routine and as a robotic expression of only the views and stories of the Government and the party in power.
- OPL has lost the appeal, credibility and quality associated with it over the years.
- The performance index of OPL so much so that its circulation figure has crashed to an all-time low record of 200 copies, majority of which are given out as complimentary copies to top Government official.
- People who place classified advertisements like "Change of Name" in the paper now come to OPL to photocopy the classified page to have a copy of what they advertised as copies are no longer found on newspaper stands.

5.2 Recommendations

- The Newspaper should be run as a Community Newspaper (massively covering the grassroots across the State and beyond) to encourage patronage from the grassroots and to improve sales and adverts;
- The Newspaper should be run as business and not as Government mouthpiece to improve its fortune;
- The Board and the Management should be given appreciable freedom to run the medium;
- The modern trend of newspapering with minimum operational cost should be adopted;
- Staff audit should be carried out to ascertain the Staff needs of the Organization;
- Trained and experienced Journalists should be appointed as editorial Staff.

SECTION 6 NEW MEDIA/ DIGITAL JOURNALISM/ ONLINE JOURNALISM/
SOCIAL MEDIA/BLOGS

6.1 Issues and Trends:

- The beauty of this genre of journalism is that it hardly ever sleeps and it is ubiquitous;
- It is a contemporary form of journalism where editorial content is distributed via the internet as opposed to publishing via print or broadcast;
- It provides quick, efficient and accurate reporting of breaking news in seconds, detailing events as they occur;
- The effects of New Media are evident, nationally and globally;
- It is very effective in projecting the image of a government and a public figure;
- It can also be destructive;
- The strength of New Media is that nobody can ignore it anymore because newspapers rarely break news stories again;
- In engaging in publicity/propaganda, aspirants and candidates now budget almost the same amount for New Media and traditional media;
- In the build-up to the United States (U.S.) election of November 8, 2016, for instance, Hillary Clinton and Donald Trump spent hundreds of millions of dollars on New Media to get votes and de-market each other;
- There is hardly a State Government in Nigeria today that doesn't have a department mandated with the responsibility of projecting its image online;
- So, the new administration in Ondo State must not be left behind;
- New Media is open to everybody. In fact, its low distribution costs and diverse computer networking technologies have led to its being ubiquitous;
- The widespread practice of digital journalism is as effective as the message it contains, negative or positive.
- If the traditional media – newspapers, magazines, radio, television – can control their content, the reverse is the case with New Media;
- Because of its flexibility and accessibility, creativity is becoming the order of the day in the manipulation of New Media;
- Once a particular story is uploaded, New Media gives room for others, with interest, to make it combustible;

- It also allows what is known as 'niche audiences' (the option of deciding what to view and read);
- Another beauty, which is lacking in traditional media, is its variety of audio, video and digital photography models.

6.1.1 Purpose of New Media in The State:

To promptly and massively report news relating to the State and be a vehicle for image bolstering, attitudinal change and public confidence building.

6.2 Recommendations

- An expert in the field of New Media should be appointed as Senior Special Assistant (SSA, New Media) who must report directly to the Governor.
- The SSA, New Media, would liaise with all the leading online newspapers and bloggers;
- He/she shall have the mandate is to project, promote and protect the image of Government;
- Issues must be responded to promptly;
- Opponents, in whatever guise, must not be allowed to go away with falsehood;
- On a need to know basis, the SSA, New Media, must be briefed on developmental plans by the Governor so that news can get out through the proper channel before it is twisted by opponents;
- He must have a team of young media practitioners who will engage in effective and efficient public relations through the New Media;
- The office must be adequately funded and well equipped;

6.3 Strategy

- Government should subscribe to **MENTION.COM**, a device which monitors the mention of a particular brand, firm, name, etc anywhere on the Internet (except on Facebook) to enable the SSA New Media to be immediately alerted when Ondo State or the Governor is mentioned. This will make the office of SSA, New Media, to be abreast of issues, respond immediately and be ahead of political opponents of the Governor.

- The office will be connected to social accounts, it will retweet a tweet that mentions the governor and share on Facebook, WhatsApp, Twitter, BBM Chats, any positive article about the Government and the Governor.

The New Media is the way of the 21st Century. And migration to the platform should be pursued purposefully so that workers in the Ministry of Information and its agencies including the media corporations too should imbibe the culture of managing public communications too through the Social Media. The State actors and indeed the Ministry Officials and managers of the public broadcasters and the print should have a new orientation that “Citizen Journalism” is an idea whose time has come.

Blogging, Digital Edition of The Hope, Livestream (Television), subscription to Youtube and other Apps as suggested by the New Media Subcommittee should be a public policy and training should be established as a way of life.

*** Officials in the State, particularly in the Ministry of Information and its agencies, should be made to learn, unlearn and relearn.

*There should be a state-wide reorientation about training and retaining of the workforce. Manpower development should look beyond the lacklustre workshop and seminars that have always been the preoccupation of the entire bureaucracy. Training and retraining should be for the purpose of acquiring skills that can be useful to “operational efficiency” of the bureaucracy and indeed operations of the state machinery of managing public information.

*It is expedient to train all the workers to have value reorientation about the place of the “Citizen Journalism” and digital journalism in the 21st century in these days of globalization daily.

*There is no room for attacks and counter-attacks in the new dispensation of public information or communications management. **The new deal should be gather correct data - to tell your stories graphically.**

6.4 Conclusion

Information management by an emerging government desirous of delivering positive change to a depressed people in a distressed economy requires an integrated

communication strategy delivered in a coordinated, consistent, transparent and sincere manner and powered by a strong and unwavered political will. This is what we humbly recommend.

THANK YOU.

YOUTH & SPORT DEVELOPMENT

BY
SUB-COMMITTEE
ON
YOUTH AND SPORT DEVELOPMENT

Mr. Gbenga Elegbeleye

Chairman

Prince Wale Olagbegi

Secretary

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EXECUTIVE SUMMARY

The ensuing represents the executive summary of the Sub-Committee on Youth and Sport Development while details of the report are contained in the body work of the report.

The Sub-Committee observed that our Youths, the leaders of tomorrow are not involved in the planning and execution of Government programmes/activities and that, the current leadership in the State are not leading by examples. The use and dump syndrome of Political leaders featured prominently in the present administration of the State at all levels.

The Sub-Committee observed that the Sports Council (the organ of Government that manages and controls sporting activities in the State) lacks directional Sports policy and residual professional knowledge to effectively and efficiently manage the sporting programmes and activities in the State. The resultant effects are mismanagement, ineptness, low productivity, truancy, purchase/use of mercenaries-imported athletes and poor performance.

It was also observed that the activities of the Ondo State Football Agency ran contrary to the extant laws that established it, vide outrageous salaries of members of staff, puffy-overhead expenses, overstaffing and financial mismanagement among others.

To overcome these snags, therefore, the sub-committee looked at the observations of the two Sub – Sectors and recommended as follows:

- i. Our Youths, the pillar of tomorrow, must be an essential component of the Government programmes through participatory, promotion, regular consultation, capacity building and economic empowerment.
- ii. Establishment of State Youth Empowerment and Development Agency.
- iii. Youth participation in leadership and Governance as well as Community and civic decision making process up to 10% should be accorded priority attention by the Government.
- iv. State Government should, within a record short-time, overhaul the administrative structure of the Sports Council, Ondo State Football Agency and scrap all irrelevant positions created by the two bodies. This is with a view to providing the driving force thus ensuring adequate return on investment.
- v. It is recommended that the Board of Ondo State Football Agency should be dissolved and a new Board be constituted **immediately** to salvage the Sunshine Stars football club and preclude it from being relegated in the on-going Premier League.

-
- vi.** Government should institute an assembling of experienced Professionals to take stocks and possibly look into the finances and the running of the OSFA since 2009 to 2017.
 - vii.** Government should give a blanket approval to the Chairman of the (Y&S) Sub - Committee and his members to contact relevant Corporate International Donors/Football sponsors for assistance for the Youth and Sports development.
 - viii.** Recall to site contractors handling: Ondo state International Sports Stadium Ondo Township Stadium and Akure Township Stadium and construct sporting facilities in the three Senatorial districts of the State.
 - ix.** Reduce the State Sports participation in the National Sports Competitions to areas of relevant strength and comparative advantages.
 - x.** Ensure adequate and proper funding of Sports at all levels.
 - xi.** Make adequate budgetary provision for Sports education and training needs of Sports practitioners.
 - xii.** Revive and promote Primary, Secondary and Tertiary School Sports.
 - xiii.** Create, encourage and promote opportunity for realistic private sector participation in the funding of Sports and sponsorship.
 - xiv.** Work closely with Local Government Councils, OSOPADEC, NDDC, Multi-national companies, Banks and Communication Service Providers operating in the State so as to ensure effective budget inclusion and implementation and consequently, promote Grassroots Sports Development.
 - xv.** Create Sports endowment fund to be managed by Special Board of Trustee.
 - xvi.** Establish a standing Sports Committee comprising officials from the Ministry of Education, Ondo State Sports Council and Tertiary Institutions to plan, manage and control School Sports in the State.
 - xvii.** Offer incentives to Private sectors to encourage them to key into the sponsorship of specific Sports programmes.
 - xviii.** Ensure that promotions of both Technical and Organising Sports Secretaries are Performance-based.
 - xix.** Mandate all Contractors/Consultants that are receiving patronages from the State Government to contribute 0.5% of their total contract sum to Youth and Sports development.

-
- xx.** Organise a monthly jogging exercise and interactions for all categories of workers- Public/Civil Servants, Legislators and Political office holders in the State. This is with a view to preventing health diseases and promoting their healthful living.

Expectations of the people of the State towards actualization of the potentials of Youths for a better Sports performance, poverty reduction through Sports participation, entertainment, employment generation through enterprises, capacity building for self- reliance and empowerment and optimum healthful living are high, and bringing the right calibre of professionals together to aggregate these potentials and provision of viable structures best provide this.

Against this backdrop, it is our conclusion that the round peg should be put in the round hole so as to meet the yearnings and aspirations of the people as well as reaping discernible results expected by all, since documented successes have been recorded in other States like Delta and Bayelsa that have similar challenges as Ondo State but they surmounted them vide approaches like the ones recommended above.

SECTION 1 Constitution of Sub-Committee on Youth and Sport Development.

1.1 Membership

1. Mr. Gbenga Elegbeleye	-	Chairman
2. Dr. Noibi Ahmed	-	Member
3. Mr. Eganosi Ayenuberu	-	Member
4. Elder Mike Adeyeye	-	Member
5. Miss Damilola Elemo	-	Member
6. Mr. J. Akinlosotu	-	Member
7. Mr. Tosin Ogunmoyela	-	Member
8. Mr. Moyosola Niran-Oladunni	-	Member
9. Mr. Tunde Ogunja	-	Member
10. Mr. Seun Betiku	-	Member
11. Mr. Folasayo Awodeyi	-	Member
12. Mr. Banji Adewumi	-	Member
13. Mr. Akin Alademehin	-	Member
14. Prince Wale Olagbegi	-	Secretary

Number of Sitzings: 7

**SECTION 2 STRATEGIC DEVELOPMENT AND POLICY IMPLEMENTATION
ON YOUTH DEVELOPMENT.****2.1 Assessment of the Current Sectoral Situation.**

Sequel to the 2006 Ondo State population census figure, it was estimated that Ondo State has a total population of 3,441,024. Further analysis of the census shows that Youths of ages between 16 and 40 constitute 51.2% of the total population, indicating that Ondo State is predominantly a youthful population. Available records reveal that Youth constitute 86% of our productive population and 74% eligible voters. Indeed, Ondo State youths are grossly underutilized hence vulnerable to social vices. The unabated increase in the population of Youth who are not in education, employment, or training is problematic for development to thrive.

Overtimes, our Youths have been engaged negatively by political actors as thugs and destroyers. This is because they are unemployed and jobless. Therefore, a conducive environment needs to be created for them to unleash their potentials and talents. To achieve this therefore, they must be stimulated through employment, capacity building and income generation which are the cardinal focus of the National Council on Youth Development Goals.

2.2 The objectives of the Youth Programmes.

- i.** To create proper conditions and conducive environment for Youth to empower themselves and exploit their potentials.
- ii.** Establish a general policy framework which will provide guidelines on all matters relating to Youth development in the State.
- iii.** To ensure Government and private sector mobilize resources for Youth programs and projects at all levels.
- iv.** To provide moral development and value reorientation in the Youth and also inculcate the culture of volunteerism among the Youth targeted at Community Service.
- v.** To increase Youth participation in governance as well as community and civic decision making process up to 10%.

2.3 Major Challenges.

Lack of Proper Guidance and Counselling.

Most of the Youth lack guidance in the areas of choices of courses and educational attainment and this, more often than none precluded them from reaching their peaks in life.

Lack of Skills Acquisition and Development.

Presently, there are 14 skills acquisition centres in the State and none of them is functioning to full capacity. Therefore, it is practically impossible for the Youth to acquire skills from these centres. Most equipment at the skill centres had been stolen and those that could be found in the stores are in bad condition.

Poor Economy.

The Youth do not have the wherewithal to maintain themselves without relying on the parents or people in the society. Money is difficult to come by as a consequence of current economic recession which affects virtually all things, including the Youth socio-political and economic development.

Inability to repay loan obtained from Government and its Agencies.

The misconception of the Youth about Government loans as their own share of the State cake has created a serious constraint to the recovery of loan given to the various Youths in the State and consequently affecting the economy and well-being of the Youths and the State.

Insensitivity to the Youth problems.

The Youth can easily be bought over by money bag politicians in order to consolidate their positions. The politicians are only interested in using these youngsters for unsavory/unpleasant deals/ business instead of assisting them productively.

Lack of Capital and Access to Credit.

Even when many Youth entrepreneurs are able to raise the initial venture capital needed for the commencement of business, they often lack requisite funds to withstand the daily running of operations of the business. The barrier access to credit usually arise from

cumbersome collateral requirements, lack of trust in the financial services provider, high rate of corruption in the quest for access to credit on the part of businesses, prohibitive cost of financial services and inappropriate financial products, irregular income, lack of employment and low literacy levels.

Lack of Infrastructure.

The Ondo State Youth faces acute challenges of infrastructure deficiency. Constant power failure is rampant, while the cost of providing alternative power supply is high. There is inadequate transportation network for movement of goods and services just as there is inadequate information and support from the Government and its relevant Agencies.

Lack of Information Networking Platform.

There are inadequate information platforms/centres where Youths can meet, network, share information among themselves. Such platforms are required so that the Youths could have common voice, create synergy and share information on areas of business opportunities.

2.4 Policy Issues.

The main strategic action to overcome afore-stated problems in the Youth Sub-Sector is identified under –YEDA, while the so recommended are treated as sub- set of YEDA.

2.4.1 Establish Youth Empowerment and Development Agency (YEDA)

It is the responsibility of this Agency to:

- i.** Create Youth Agricultural Development Farming Centres in the State.
- ii.** Organize and Coordinate Training Activities at the Youth Centres.
- iii.** Upgrade and maintain existing Macro and Micro Skill Acquisition and Computer Centres in collaboration with Board of Technical Education.
- iv.** Provide Loans to the Youth organizations
- v.** Encourage the formation of Groups and Youth Cooperative Society.
- vi.** Establish Guidance and Counseling Office at the Youth Centres.
- vii.** Create Entrepreneurship Development Centre.
- viii.** Collaborate with International Donor Agencies that support Youth Organisations.

-
- ix.** Create Monitoring and Evaluation unit in the Youth and Sports Ministry.

For the purpose of inclusiveness and participation in the governance of the State, the Government should attempt to establish Youth Empowerment and Development Agency- (YEDA) as a Parastatal under Youth and Sports Ministry.

2.4.1.1 The objectives of the Agency are:

- i.** To promote Youth Development in all ramifications, discover the hidden talents among the Youth as well as acting as a veritable tool of cohesion and poverty reduction through capacity building and economic empowerment.
- ii.** To introduce social welfare package for Youths.
- iii.** To ensure Youths are involved in governance and consequently providing them with leadership training and management skills.
- iv.** To provide reorientation, mentoring, guidance and counseling to address challenges of Youth.
- v.** To facilitate easy access to loans for Youth programmes and projects from Finance Development Institutions, Commercial Banks, BOA, BOI, among others.
- vi.** To establish Youth Empowerment and Development Trust Fund
- vii.** To organize awareness campaign, sensitization, workshop, seminars, conferences through engagement of the mass media to mobilize the Youth for social and economic self -actualization and State development activities.
- viii.** To liaise with NDDC, OSOPADEC, Amnesty Office, Niger Delta Ministry, Oil Companies and other Multi-National Organizations for proper placement and Youth empowerment programmes.
- ix.** To collaborate with International Organisations that support Youth empowerment and Development such as African Youth Empowerment Nigeria, The European Union–Youth in Action, United Nation Development Programme and Global Youth Empowerment Funds etc.

2.4.1.2 Agric- business Venture.

It also the responsibility of Y.E.D.A. to:

- i. Establish Farm Settlement Centres (Agric. Graduates Only) in the three (3) Senatorial Districts of the State. This is with a view to re-invigorating agriculture production as well as providing gainful employment to the teeming population of rural and urban Youth graduates.
- ii. Revamp and fund Schools Agricultural projects to inculcate in Youth the habits of farming.
- iii. Coordinate Youths Agricultural pilot schemes in conjunction with relevant institutions in 18 different communities in the State.
- iv. Establish Youth in Agriculture Programme and work with the Ministry of Agriculture, Fisheries, Forest Resources, Micro-Credit Agency, Agricultural equipment and machine leasing centres.
- v. Create seedlings and tools supply unit and supply improved inputs for crops, livestock and fisheries for the newly Youth entrants into Agriculture.
- vi. Work out modalities for Land acquisition, clearance and development.
- vii. Commence payment of monthly welfare package for participants of the Youth empowerment programmes.
- viii. Ensure AEOs monitor and supervise the progress of nurseries and farm development and present update on monthly participant evaluation report of the participants.
- ix. Collaborate with NYSC in Ondo State to have farms in Local Government Areas to serve as CDS for the Corpers.
- x. Organize annual Agric- show for the Youths to exhibit their products.

2.4.1.3 Organize and Co-ordinate Training Programmes.

Y.E.D.A. should:

- i. Register and empower all identified Youths through training. The training should be ranged between 6 and 12 months and 50 trainees should be targeted from each of the Local Government Areas.

The training could be classified into three (3) groups:

- Qualified people but unemployed.
- Unskilled and semi-skilled unemployed and
- Unskilled and Uneducated Unemployed.

ii. The Agency should also:

- Provide sundry equipment for the trainees after graduation.
- Monthly visit should be made to the centres where training is taking place.
- Carryout public awareness/enlightenment campaigns, discussion, programme etc. in collaboration with the Ministry of Information/ Education and other relevant Government Agencies.
- Organise sensitization meetings/workshops/seminars on Government initiatives activities on Youths.
- Organise meetings with Community leaders and land owners, NGOs, for proper and easy execution of Youth programmes and projects.
- Organize training in conjunction with Board of Technical Education, Ministry of Education and Technology for trainees in Skill Acquisition, Computer Training and ICT development.
- Organize training in conjunction with Ministry of Agriculture and Rural Resources for YEDA members.

2.4.1.4 Provision of loans to Youth Organisations:

- i.** Agency should create Youth Empowerment and Development Trust Fund where Youth trainees could have access to loan of one-digit interest rate.
- ii.** Partner with FUTA, College of Agriculture, IITA, FAO SMEDAN, National Entrepreneurship Forum (NEF) among others in the implementation of the Youth programmes.
- iii.** Collaborate with commercial banks, BOA, BOI for loan facilities for young farmers and graduates of the Skills Acquisition Centres.

2.4.1.5 Formation of Groups and Youth Cooperative Societies.

The Agency should encourage Youths to form Cooperative Societies in each Local Government Areas. A seed money should therefore be requested from them to start off a joint project. The balance of the project fund should be made available by the Agency through credit facilities from the afore - stated schemes.

2.4.1.6 Establishment of Guidance and Counselling office at the Youth Centres.

- i.** The Agency should create an office to cater for the psychological, social, educational and vocational problems of the Youth, the unemployed and those still at School.
- ii.** Liaise with State Ministry of Education to appoint Guidance and Counsellors in schools and Local Government to counsel the young school leavers on choices of courses and life- long ambitions.
- iii.** Liaise with relevant MDAs to conduct carrier talk for young school leavers.
- iv.** Embark on orientation and rehabilitation of deviant Youth in the society.
- v.** Organize periodic interactive meetings of Youths and Students' leaders with Mr. Governor in respect of their activities and programmes.
- vi.** Establish Ondo State Youth Parliament for Youth to engage themselves in matters affecting them, the State and the Nation at large.

2.4.1.7 Create Entrepreneurship Development Centre.

Youth forms the large chunk of the unemployed in our State. Therefore, the Agency should consider the need to reduce their restlessness and social problems through:

- i.** Establishing Youth Multipurpose Centres which will also accommodate business incubator units.
- ii.** Organizing entrepreneurship training and provide mentorship for Youth in areas they decide to undertake business venture or pursue their dreams and aspirations.
- iii.** Creating conducive environment for SMES and organise business ideas and projects exhibition for Youths to display their ideas, projects and potentials.
- iv.** Organizing business and credit management trainings for Youths and Youth Organisations.
- v.** Ensuring capacity building for self-reliance and economic empowerment.
- vi.** Promoting the existing centres in the various LGA councils.
- vii.** Ensuring that graduants of the skills acquisition and computer training centres are given seed money to start off the business and workout the modality of paying back - later.

2.4.1.8 Collaborate with International Donor Organisations to support Youths Organisations.

- i. Link with International finance and Donor Agencies.
- ii. Leverage International funding partners.

2.4.1.9 Create monitoring and Evaluation Unit in the Youth and Sports Office.

The Agency should as a matter of policy:

- i. Prepare monitoring plans and undertake regular visits to training and farm settlements centres
- ii. Prepare quarterly and annual reports for the State Government and relevant Donor Agencies.
- iii. Assist M&E office to present project proposals to donor Agencies.
- iv. Carry out periodic reviews of the Youth programmes for proper positioning and placement to addressing Youth unemployment in the State.
- v. Collect, collate and analyse vital statistical data on Youth empowerment and development programmes.

2.5 IMPLEMENTATION PLAN.

The work programmes proposed by this committee will be executed in three phases: Short, Medium and Long term plans as follows:

2.5.1 Short Term Plans

(1st—12th Month)

- i. Establishment of Youth Empowerment and Development Agency(YEDA)
- ii. Creation of data base for individual Youth and Youth Organisations.
- iii. Publicity.
- iv. Workshop and Seminars.
- v. Identification of experts to train the trainers.
- vi. Preparation of training schemes and manuals on various vocational skills.
- vii. Rehabilitation of the existing Youth centres and provisions of equipment and supplies.
- viii. Identification and meetings with Youths/Students leaders and Societies.
- ix. Organize annual Agric- show for the Youths to exhibit their products.

2.5.2 Medium Term Plans

(13th –30th month)

- i.** Continuous registration of both skilled and unskilled Youths in the State
- ii.** Upgrading all the Youth centres in the Local Government Areas through the provision of recreational equipment and video viewing arenas. This necessary so as to train their minds and bodies.
- iii.** Publicity.
- iv.** A Youth Assembly should be convoked (ANNUALLY) by the Government so that their innate talents can be exhibited.
- v.** Aggressive awareness campaign through radio and television jingles while seminars and workshop should be embarked upon to sensitize the general public on the roles of the Youth in nation building.
- vi.** Loan to vocational skills graduated Youth members.
- vii.** Arrangement should be put in place through well organised and tested cooperative associations and reputable NGOs for loan recovery.
- viii.** Establishment of Entrepreneurship Development Centre.
- ix.** Collaborate with International Donor Agencies that support Youth Organisations.

2.5.3 Long Term Plans

(31st — 48th Month)

- i.** Registration of trained and graduate personnel.
- ii.** Publicity.
- iii.** Resettlement of newly graduated trainees.
- iv.** Workshop and Seminars.
- v.** Local exhibition of the products of Youths.
- vi.** Press briefing about the activities of Government.

SECTION 3 STRATEGIC DEVELOPMENT AND POLICY IMPLEMENTATION ON SPORTS DEVELOPMENT.

3.1 Assessment of the Current Sectoral Situation.

The **Ondo State Sports Council** was set up with an edict in 1977 (amended in 1986 and 2006 under the Sports Council law cap 142) with the sole aim of improving the standard of sporting activities with a view to sustaining good health and physical fitness for all, development of recreational and competitive spirit, entertainment for the public and promotion of social harmony and National unity. To meeting the afore-stated objectives, the Council put in place the following Management structures i.e Coaching department, Organising department, Facilities, Finance and Administration, Research and Statistics. The Chief Administrative Officer is the General Manager supported by the above named five departmental heads as Directors. There are five zonal offices with an Administrative head appointed from the Organising division. The zones are Akure, Ondo, Owo, Ikare and Okitipupa.

Council Board

The Board is made up of seven (7) members headed by an Executive Chairman, the General Manager and representative of the supervising Ministry.

The Ministry of Youth and Sports.

The Ministry plays a supervisory role as well as acting as a clearing house for Sports in the areas of implementation of Sports policy and programmes.

Personnel

The current staff strength is 304 plus additional 180 performers who are on monthly allowances.

Existing Facilities

The Akure Township Stadium has the following facilities:

- A multipurpose indoor sport hall. (Dilapidated)
- A Squash Hall (Dilapidated)
- An Olympic size swimming pool (needs refurbishment).
- Football pitch sub-standard
- Administrative building (uncompleted)

• Football pitch with changing rooms	sub-standard
• Athletics tracks	(uncompleted with standard tracks)
• Tennis courts	fair
• Handball courts	fair
• Table Tennis hall	fair
• Gymnasium	(needs refurbishment)
• Weightlifting room	none
• Boxing hall	none
• Hostel accommodation-60 bed spaces	(needs renovation)
• Outdoor basketball courts	(needs renovation)
• Car parks	fair

Funding of Sports.

The main source of funding the Sports Council programmes and activities is through the State Government approved estimates for both capital and recurrent expenditure. Other sources include monthly subventions and Internally Generated Revenue (IGR) to cater for International, National and Local competitions. This covers International Championships where Ondo State qualifies to represent Nigeria in any of the Federations, National Sports Festivals, National Association Championships and State Sport Festivals.

State of Sports Equipment and Materials

The State Government provides equipment for all the existing Federations for training and competitions. As of now, few consumable Sports equipment and kits could be found in the Sports Council.

Vehicles.

	Types	Conditions
i.	Toyota Avensis	Good
ii.	Toyota Corolla	Good
iii.	Toyota Hilux	Fair
iv.	Toyota Hilux	Fair (2 functional and 12 grounded)
v.	Toyota Hilux	Fair

vi.	Coaster bus	Fair
vii.	Toyota Camry	Fair
viii.	Ashok Leyland (white)	Fair
ix.	Ashok Leyland (blue)	Grounded
x.	Ashok Leyland (blue)	Grounded
xi.	KIA bus (18-seater)	Grounded
xii.	Peugeot 504 wagon	Grounded
xiii.	Peugeot 504 salon	Grounded
xiv.	FAKA bus	Grounded
xv.	Mower machines	(2 Good, 5 Grounded)

3.1.1 Existing Sports and Games.

Presently the Council runs 26 Sports recognized by the National and International bodies. The sports include: Athletics, Basketball, Badminton, Boxing, Cycling, Cricket, Chess, Football, Gymnastics, Handball, Hockey, Judo, Karate, Scrabble Squash, Racket Shooting, Taekwondo, Table-Tennis, Tennis, Volleyball, Weightlifting, Wrestling Special Sports, Swimming Rowing and Traditional Sports.

Competitions.

The State takes part in National and International competitions based on the calendar of the National and International Federations of the individual sports which the Associations are affiliated to. Others are **School Sports** (currently the School Sports unit is put under the Ministry of Education as it is considered that the bulk of the talents in Sports are from Schools) and **Special Sports**.

3.1.2 Identification of Major Challenges and Recommendations.

Viewing the appraisal of the current sports situation in the State as presented above, it is convenient to express the snags in the sub-headings and offer recommendations as follows:

i. Administration and Management.

The Sports Council has not been living up to expectations in terms of performances as result of lack of directional sports policy which consequently resulted into duplication

of functions, truancy, unnecessary role conflicts, low productivity, ineptness and mis-management. Therefore, it is recommended that Government should:

- Overhaul the administrative structure of the Sports Council in line with modern trends.
- Retain the position of the General Manager with a well –informed Sports practitioner with technical experience.
- Scrap the Directorate of Research and Statistics division and make it a unit under Coaching Department.
- Strengthen administrative capacity of the Sports Associations, Local Government Sports Departments/Committees.
- Promote School and institutional Sports Development and competitions at all levels.
- Develop a mechanism to monitor effective management at grassroots Sport Development.
- Appoint outside interest group (Armed forces/ Police and Institutions) in the appointment of members of Sport Associations of the Sports Council in the State.

ii. Finance and Sponsorship.

Funds are prerequisites for meeting sport programmes, training, competition and facility needs but the provider of these funds, the State Government, has not been able to provide these very important needs to this sub- sector, hence, this sector found it impossible to meeting and implementing its planned programmes and activities and this consequently inhibiting sports development in the State. To tackle this snag head–on and implement sports programmes it is recommended that Government and its Agencies should:

- Ensure adequate and proper funding of sports at all levels.
- Create, encourage and promote opportunities for realistic private sector participation in the funding of sports programmes and sponsorship.
- Offer incentives to Private sectors to encourage them to key into the sponsorship of specific sports programmes.
- Mandate all Contractors/Consultants that are receiving patronages from the State Government to contribute 0.5% of their contract sum to Youth and Sports development.

- Work closely with OSOPADEC, LOCAL GOVERNMENT SERVICES COMMISSION and NDDC to effectively contribute to sports development at the grassroots through budget provision and implementation to enhance financing of sports programmes in the State.
- Create sports endowment fund and managed by Special Board of Trustee.

iii. Training and Development of Technical Personnel.

There is an utter decline in training and coaching of sportsmen and women in our schools, clubs and on the streets because there are not enough qualified trainers in the Sports Council to be posted to schools and even Coaching State athletes. It is therefore recommended that Government should:

- Establish a programme for the training of athletes, support personnel, Referees/Umpires.
- Train programmed athletes at intervals in higher institutions in the State (AAUA) and National Institute of Sports (NIS) so as to equip them with the modern sports techniques and practices.
- Work in conjunction with the Physical Education Department of the Ondo State Universities (AAUA and OSUSTECH) to develop a long-term training programme that will enable the State athletes win laurels at the National Sports Festivals
- Make adequate budgetary provision for sports education and training needs of Sports Practitioners.
- Encourage Local Governments and Non-Governmental Organisations to provide facilities for education and training of Sports Technocrats.
- Train facility managers to manage all stadia and sporting facilities in their areas of jurisdictions.
- Outstanding performers should be encouraged to improve their education while the Council should have a deliberate policy for the re-assumption and appropriate placement on the completion of their course/training while deploying others who could no longer perform to other areas of Government establishment where they could be more useful.

iv. Sports facilities

Facility is a major consideration and determinant of sports development, as it provides standard settings for fitness, recreation and competition programmes but this invaluable asset to sports development is exceedingly low in the state and where available is sub-standard.

Therefore, it is recommended that government should as a matter of policy:

- Complete the phase one (1) of the Ondo State Sports Stadium.
- Upgrade and expand four (4) stadia in the three (3) senatorial districts from 5,000 to 10,000 capacities. (Ikare, Owo, Ondo, Okitipupa).
- Ensure availability of sporting facilities in Schools, Communities and mass housing arena to enhance and encourage interactions among the Youths and Elders in the Community.
- Complete the Golf course at Atosin- Idanre.
- Provide and constantly upgrade sporting facilities in Tertiary institutions in the State.
- Construct a Tennis facility in one recreational club of the three Senatorial districts in the State.
- Maintenance of Stadia facilities at least once in every four (4) years.

v. Infrastructure Development.

The overall success in Sports Organisation and Management of Competitions is unavoidably dependent on the development of and improvement of Sports infrastructure. Therefore, it is recommended that Government should:

- Encourage the development, management and maintenance of Sports infrastructure through the Public Private Partnership (PPP) model without prejudice to its social responsibilities.
- Encourage the establishment of **Quasi- Sports Institutions by Private developers** to engender Sports development at the grassroots in the State.

vi. Talent Identification and Development.

Athletes are vital tools in sports competitions. They are invaluable assets without which effective grassroots sports development cannot be developed. Therefore, it is recommended that Government should:

- Mandate coaches, within two Sporting seasons, to identify and nurture potential athletes in their areas of coverage for the State Sports pool.
- Put in place Sports competitions programmes at the State and Local Government levels that will facilitate the identification of young and budding talented athletes
- Ensure the compulsions of annual inter-house Sports competition for Primary and Secondary schools across the State.
- Ensure the organisation of inter- zonal and Junior Sports Championship.

vii. Incentives and Reward.

Incentives are an impulse that promote, drive and encourage better performances in sports. It constitutes recognition/reward for excellent performances. Incentives should be provided according to nature, level of achievements and contributions of the athletes, officials and facilitators to the success of International, National, State and Local Sports competitions. Incentives to be given by the Government should range from:

- Cash awards or scholarships to deserving Sports men and women.
- Establishment of hall of fame for star athletes and officials.
- State recognition and certificates of honour etc.

viii. Sports Equipment

Equipment, no doubt is a sine-qua-non to the effectiveness of coaches and performance of athletes. Very many vital equipment and supplies are not available in the Sports Council and this scarcity constitutes a big cog in the wheel of successful administration of Sports at both the formal and informal level of Sports participations in the State. Therefore, it is recommended that Government should:

- Make an unmixed effort to provide adequate sports equipment to the Sports Council for the development of sports in the State.

ix. Sport participations and Competitions.

- i. The Local Governments
- ii. The Schools Sports
- iii. State Sports competitions.

i. The Local Government Council:

The Local Government Council is the third tier of Government that is closer to the people. Its responsibility to the people towards Sports development in the State leaves much to be desired. Put concisely, the budget appropriated for Sports in the Local Government Councils are never spent on Sports, rather diverted to other pressing needs of the LGA, and this trend has been responsible for the pitiable athletes' performance and poor presentation of athletes from the Local Governments to the elites' division in the Sports Federation. Therefore, it is recommended that Government should:

- Religiously monitor the implementation of annual Sports budget of the Local Government
- Mobilize and allocate adequate funds from LGA budget to Sports programmes within its area of jurisdiction.
- Motivate and reward star athletes that do the Local & State proud at National Sports Competitions.
- Create favourable environment for Sports development to strive.
- Revive Local Government Chairman's Cup competitions among towns and villages in various Local Government Areas.
- Organize community to Community Sports competitions among clubs so that rural area can be actively involved in Sports competitions.

ii. The Schools Sports:

School Sport is a vital avenue where raw talents can be identified, nurtured and promoted. Mass Sports participation and Sports excellence can easily be attained upon effective Sports administration in Schools, but this area has been neglected as consequence of poor and non- implementation of Sports policy direction which culminated into Sports apathy, delinquencies and consequently inhibiting catch them young syndrome. It is therefore, recommended that Government should:

- Establish a Standing Sport Planning Committee comprising officials from the Ministry of Education, Ondo State Sports Council and Tertiary Institutions to plan, manage and control School Sports in the State.

- Mandate the State Ministry of Education to include Physical and Health Education (PHE) as a subject and enforced it in all Schools Curriculum in the State.
- Provide Sports facilities in Schools for proper training of the athletes.
- Endeavour to motivate all School Sports Masters/Coaches
- Recognize Schools that excel in sporting competitions (Governor's cup) and National School Sports Federation. (NSSF).
- Revive and promote Primary, Secondary and Tertiary Schools Sports e.g Headmaster's cup, Principal's cup, Governor's cup, Inter -Schools and Inter-Collegiate Sports Championships.

iii. State Sports Competitions:

The performance of the State Sports athletes at the National and International circuits in the recent past has not been encouraging and leaves much to be desired. Put differently, it does not justify its investment. To attain high level performance standard and winning streaks at this period of economic down- turns, it is recommended that Government should ensure:

- Reduction of its competitive Sports participation in the National Sports meets from 26 to 16 to attain a discernible result and benefit from its comparative advantages.

*Soccer	*Table Tennis	*Athletics
*Swimming	*Tennis	*Weight lighting
*Judo	*Taekwondo	*Basketball
*Squash	*Traditional Sports	*Wrestling.
*Special sports.	*Scrabble	*Boxing
*Gymnastics		

- Deploy coaches whose Sports are not within the approved 16 sports to zones for grassroots sports development.
- Voluntary organizations e.g clubs, street and veteran associations should be encouraged to venture and participate in the 16 chosen Sports and Games.
- Encourage, develop, promote, sponsor and motivate both the participants, winners and officials of these 16 Sports and Games.

- Provide comprehensive insurance cover for athletes and officials during training and competitions for the 16 Sports and Games.
- Rejuvenate the State Sports Festival at interval of two years in-between the National Sports festival.

Establishment of jogging exercises for the Public, Civil Servants and Political Office holders in the State.

The Ondo State citizens both high and low have not been seriously utilizing the vitality of exercises. The Sports council whose role is to educate people on the need to exercise regularly has not been performing these traditional roles hence the need for the Government to put in place this scheme so as to promote the citizens' good health and consequently their productivity. Achieving this, the State Government should convocate a monthly jogging exercise for all categories of workers -Public/Civil servants, Legislators and Political office holders and Private Citizens of the State in order to preclude imminent health diseases and promote citizens healthful living.

3.2 Ondo State Football Agency.

This is the second Parastatal under the Ministry of Youth Development and Sports. It came into being under the Ondo State Football Development Agency law of 2008. It was renamed Ondo State Football Agency (OSFA) in 2009 with the coming on Board of the Mimiko Administration bringing all football activities of the State Government under its control. This therefore brought the following clubs under the Agency's control and management.

- i. Sunshine Stars football club.
- ii. Sunshine Queens football club.
- iii. Rising Stars football club.
- iv. Rising Queens football club now disbanded for lack of funds.
- v. Age grade Teams U-10 – U-19 categories etc.

3.2.1 Objectives

The objectives of the Agency by law shall be to

- i. Promote the development of the game among the teeming Youths of Ondo State.
- ii. Discover and develop budding soccer talents in all parts of the State.

- iii. Promote the development of career opportunities in football for the Youths.
- iv. Assist talented players in the State to get to the peak of their chosen career.
- v. Promote football development as a veritable instrument of poverty reduction and Youth empowerment.
- vi. Facilitate the selection of indigenous players into the State owned Professional club(s) as well as National teams.

Administration

By law, the Board of the Agency was established to oversee the affairs of the Agency.

- i. Chairman to be appointed by the Governor.
- ii. Two (2) other members to be appointed by the Governor.
- iii. A career officer not below grade level 13 who shall be the General Manager of the agency and shall serve as its Secretary.
- iv. A representative of the Ondo State Football Association.
- v. A representative of the Ministry of Youth Development and Sports.

Appointment and functions of the General Manager

- i. There shall be a General Manager appointed by the Governor of the State
- ii. The General Manager shall
 - Be the Accounting Officer of the Agency
 - Maintain disciplinary control over the staff subject to the general direction of the Board
 - Supervise the day to day activities of the Agency
 - Carry out such other duties as may be directed from time to time by the Board.
 - Do such other things as may be assigned from time to time by the Board.

Presently, the Agency is headed by an Executive Chairman who is responsible for the day to day running of its activities. He is assisted by an Executive Director with other Civil Servants centrally deployed Secretary, Director of finance and Administration, Accountant- DDA, Auditor, Pay master.

The Agency has seven (7) Departments headed by Directors.

- i. Academy
- ii. Players management and transfer
- iii. International travel and linkages

- iv. Sunshine Stars Football club
- v. Sunshine Queens Football club
- vi. Technical
- vii. Administration and Finance

In addition, there are five units: Security, Maintenance, Accounts/Audit, Works/Facility Canteen, Medical unit e.t.c.

The total staff strength is over 590.

Major Constraints:

i. Administrative Setup

The administrative structure created by the Board was contrary to the enabling laws that established the agency hence the outrageous salaries and puffy overhead expenses which culminated into limitless debts confronting the agency.

ii. Staff Strength

The Agency is obviously overstaffed. There are three groups of staffers centrally deployed from the Civil Service, contract staff and casual staff. This makes the wage bill to be on the high side thus inhibiting the agency capability to deliver on its mandate.

iii. Football Clubs

The Agency supervises three standing Football Clubs

- Sunshine stars FC (campaigns in the Nigerian football league)
- Sunshine queens FC (campaigns in the Nigerian women football league)
- Rising stars (exposure team for the academy)

The Executive Chairman is designated officially as the President of all the Clubs. The Clubs have been weakened by the constant sale of their most reliable stars in recent times resulting in lower performances and poor results.

External Relation and Stakeholders

Unlike the Sports Council that has a more detached in-built approach, the Agency has a daily interaction with stakeholders such as the Supporters Club, Ondo State Football Association,

Coaches, Journalists, Referees, Security agencies etc which poses a serious challenge in terms of Public Relations (PR) and Security cover.

Facilities and Equipment

The State of the Agency's facilities and equipment are in bad shape. Its Coaster, kombi buses and cars are totally grounded. The headquarters is in a bad shape while rented apartments which serve as hostel accommodation to players and staff in the six zones of the State are under litigation because of the huge amounts owed the landlords. The games village Sports facilities are sub - standard.

Staff Salaries and Allowances

Staff salaries and other financial obligations are not fulfilled. - Funds to the tune of several millions have been mismanaged by handlers. Players transfer fees are not remitted to the State Government nor Club's account. Match bonuses, endorsements fees have been siphoned while financial commitments and obligations to players are not honoured.

3.2.2 Recommendations.

In view of the hiccups associated with the Agency.

- i.** It is recommended that a Supervisory Team should be immediately put in place to oversee the Club and the Agency so that the Club would not be regulated.
- ii.** It is recommended that the Administrative Structure of the Agency should be totally overhauled with a view to providing the driving force to move the Agency forward and ensure adequate return of investment.
- iii.** Government should institute an investigative panel of inquiry on the finances of the Agency and the running of the Agency since 2009 to 2017.
- iv.** Government should intensify efforts to complete the Games village for the Agency.
- v.** Government should adhere strictly to the laws that establish the Agency in terms of job placement, designation and positional role responsibility.
- vi.** Government should ensure that Agency is funded adequately to prosecute the Premier League matches.

3.3 Major elements in the Sports Policy Sub-sector.

Strategies of actions to overcome the problems in the Sports sub-sector are listed below:

- i. Administration and Management.
- ii. Facilities and Equipment.
- iii. Infrastructure Development.
- iv. Training and Development of Technical Personnel
- v. Finance and Sponsorship.
- vi. Sports in Education.
- vii. Talent Identification and Development
- viii. Incentives and Rewards.
- ix. Private Participation in Sports Development.

i. Administration and Management.

- The Government should overhaul the administrative structure of the Sports Council and scrap the unnecessary position of the Director of Research and Statistics as it does not contribute to the development and promotion of Sports in the State.
- It is recommended that the Administrative Structure of the Agency too should be totally overhauled with a view to providing the driving force to move the Agency forward and ensure adequate return of investment.
- Recall to site the contractors of both the Ondo State Sports Stadium and Akure Township Stadium and rekindle agreement for the construction of the Ondo State Sports Stadia.
- Ensure that promotions of both Technical and Organising Sports Secretaries are Performance – based.
- Reduce the State Competitive Sports participation in the National Sports meets from **26 to 16** so as to attain a discernible result and benefit from its comparative advantages.
- Deploy Coaches whose Sports are not within the approved 16 Sports to zones for grassroots Sports development.
- Outstanding performers should be encouraged to improve their education while the Council should have a deliberate policy for the re-absorption and appropriate placement on the completion of their course/training while deploying others who

could no longer perform to other areas of Government establishment where they could be more useful.

- Provide Comprehensive Insurance cover for athletes and officials during training and competitions for the 16 Sports and Games.
- Rejuvenate the State Sports Festival at interval of two years in-between the National Sports festival.
- Provision of Social Amenities at the Sports Council and at the Zonal Councils to encourage Coaches and Organisers to perform their normal duties to the utmost.
- Government should adhere strictly to the laws that establish the Agency in terms of job placement, designation and positional/ role responsibility.
- Government should ensure that the National Sports Festivals and other National Championships are met for qualified and competent athletes that are medal hopefuls.
- Government should encourage Football Agency to recruit and pay players in line with League Management Committee guidelines.

ii. Facilities and Equipment.

- Complete the construction of the Ondo State International Sports Stadium.
- Up-grading of the four (4) zonal stadia in the three (3) senatorial districts from 5,000 to 10,000 capacities. (Ikare, Owo, Ondo, Okitipupa).
- Complete the Golf course at Atosin- Idanre.
- Ensure availability of sporting facilities in Schools/Institutions, Communities and mass housing areas to enhance and encourage interactions among the Youths and Elders in the Community.
- Construct a Tennis facility in one of the recreational clubs of the three Senatorial Districts in the State.
- Adequate provision should be made for the purchase of Sports equipment and three (3) additional luxurious buses to cater for sporting activities and Sports Festivals.
- Government should intensify efforts to complete the Games village for the Agency.

iii. Infrastructure Development.

- Government should encourage the development, management and maintenance of Sports infrastructure through the **Public Private Partnership (PPP) model** without prejudice to its social responsibilities.
- Encourage the establishment of **Quasi- Sports Institutions by Private developers** to engender Sports development at the grassroots in the State.

iv. Training and Development of Technical Personnel

- Make adequate budgetary provision for Sports Education and Training needs of Sports Council Practitioners.
- Establish a programme for the training of athletes, support personnel, Referees/Umpires at intervals in Higher Institutions in the State (AAUA) and National Institute of Sports (NIS) so as to equip them with the modern Sports techniques and practices, leading to winning laurels at the National Sports Festivals
- Encourage Local Governments and Non-Governmental Organisations to provide facilities for education and training of Sports Technocrats.
- Train facility managers to manage all stadia and sporting facilities in their areas of jurisdictions.
- Ensure the absorption of locally trained Coaches and Technical personnel.

v. Finance and Sponsorship.

- Ensure adequate and proper funding of Sports at all levels.
- Mandate all the Multi-National Oil Companies and communication service providers operating in the State to sponsor Sports Programmes as part of their social responsibilities to the State.
- Create, encourage and promote opportunities for realistic Private Sector Participation in the funding of Sports programmes and sponsorship.
- Offer incentives to Private sectors to encourage them to key into the sponsorship of specific Sports programmes.
- Mandate all Contractors/Consultants that are receiving patronages from the State Government to contribute 0.5% of their total contract sum to the Youth and Sports development.

- Work closely with OSOPADEC, Local Government Services Commission, Local Government Councils and NDDC to effectively contribute to Sports development at the grassroots through budget provision and implementation to enhance financing of Sports programmes in the State.
- Create Sports Endowment Fund to be managed by Special Board of Trustee.
- Government should ensure that agency is funded adequately to prosecute the Premier League matches.

vi. Sports in Education.

- Establish a standing Sport planning Committee comprising officials from the Ministry of Education, Ondo State Sports Council and Tertiary Institutions to plan, manage and control School Sports in the State.
- Mandate the State Ministry of Education to include Physical and Health Education (PHE) as a subject and enforced it in all Schools Curriculum in the State. Provide Sports facilities in Schools for proper training of the athletes.
- Endeavour to motivate all schools Sports Masters/Coaches.
- Recognize Schools that excel in sporting competitions (Governor's SUBEB and NSSF CUPS).
- Revive and promote Primary, Secondary and Tertiary Schools Sports e.g Headmaster's Cup, Principal's Cup, Governor's Cup, Inter - Schools and Inter-Collegiate Sports Championships.
- Government should mandate all private Nursery and Private Schools to provide recreational space for the pupils to train and compete for Sports competitions.

vii. Talent identification and development.

- Mandate Coaches to identify and nurture potential athletes in their areas of coverage for the State Sports pool.
- There should be Sports Competition programmes at the State and Local Government levels that will facilitate identification of young and budding talented athletes.
- Ensure compulsions of annual inter- house Sports competitions for Primary and Secondary Schools across the State.

- Encourage inter-zonal and interscholastic Sports Competitions among Schools, Clubs and Tertiary Institutions in the State.

viii. Incentives and Rewards.

There should be reward and appropriate welfare package for athletes and officials that participated in Sports Competitions and won laurels for the State and Local Governments. The incentives should be in form of:

- Cash awards or Scholarships to deserving Sports men and women.
- Establishment of Hall of Fame for star athletes and officials.
- State recognition and certificates of honour etc.

ix. Private Participation in Sports Development.

- Government should ensure the participation of and establishment of Quasi-Sports Institutions by Private developers to engender Sports development at the grassroots in the State.
- Create, encourage and promote opportunities for realistic Private sector participation in the funding of Sports programmes and sponsorship.
- Offer incentives to Private sectors to encourage them to key into the sponsorship of specific Sports programmes.

3.4 IMPLEMENTATION PLAN.

Strategies of actions to overcome the problems in the Sports sub-sector are listed under short, medium and long term plans though, it flows from one to another. “short term plans- long term plans” as depicted below:

3.4.1 Short Term Plan

(1st—12th Month)

- i. Government should overhaul the administrative structure of the Sports Council and scrap the unnecessary position of the Director of Research and Statistics as it does not contribute to the development and promotion of Sports in the State.
- ii. It is recommended that the Administrative Structure of the Agency too should be totally overhauled with a view to providing the driving force to move the Agency forward and ensure adequate return of investment.

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- iii.** It is recommended that the Board of Ondo State Football Agency should be dissolved and a new Board be constituted immediately to salvage the Sunshine Stars Football Club and preclude it from being relegated in the on-going Premier League.
 - iv.** Government should institute an assembling of experienced Professionals to take – stocks and possibly look into the finances and the running of the OSFA since 2009 to 2017.
 - v.** Government should give a blanket approval to the Chairman of the (Y&S) Sub - Committee and his members to contact relevant Corporate International Donors/Football sponsors for assistance for the Youth and Sports Development.
 - vi.** Recall to site the contractors of the Ondo State International Sports Stadium, Akure, Ondo Township Stadium, Ondo and Akure Township Stadium and rekindle agreement for the completion of these Sports Stadia.
 - vii.** Complete the construction of phase one (1) of the Ondo State International Sports Stadium.
 - viii.** Deploy Coaches whose Sports are not within the approved 16 sports to zones for grassroots Sports development.
 - ix.** Ensure adequate and proper funding of Sports at all levels.
 - x.** Organise a monthly jogging exercise and interactions for all categories of workers -Public/Civil servants, Legislators and Political office holders in the State. This is with a view to preventing health diseases and promoting their healthful living.
 - xi.** Establish standing Sport Planning Committee comprising officials from the Ministry of Education, Ondo State Sports Council and Tertiary Institutions to plan, manage and control School Sports in the State
 - xii.** Offer incentives to Private sectors to encourage them to key into the sponsorship of specific Sports programmes. Ensure that promotions of both Technical and Organising Sports Secretaries are Performance – based.
 - xiii.** Make adequate budgetary provision for Sports Education and Training needs of Sports Council Practitioners.
 - xiv.** Provide Comprehensive Insurance cover for athletes and officials during training and competitions for the 16 Sports and Games.

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- xv.** Mandate all Contractors/Consultants that are receiving patronages from the State Government to contribute 0.5% of their total contract sum to the Youth and Sports development.
 - xvi.** Work closely with OSOPADEC, Local Government Services Commission, Local Government Councils and NDDC to effectively contribute to Sports development at the grassroots through budget provision and implementation to enhance financing of Sports programmes in the State.
 - xvii.** Mandate Coaches to identify and nurture potential athletes in their areas of coverage for the State Sports pool.
 - xviii.** Revive and promote Primary, Secondary and Tertiary Schools Sports e.g Headmaster's cup, Principal's cup, Governor's cup, Inter - Schools and Inter-Collegiate Sports Championships.
 - xix.** There should be reward and appropriate welfare package for athletes and officials that participated in Sports Competitions and won laurels for the State and Local Governments. (see body of reports.)
 - xx.** Government should ensure that the National Sports Festivals and other National Championships are meant for qualified and competent athletes that are medal hopefuls.
 - xxi.** Government should encourage Football Agency to recruit and pay players in line with League Management Committee guidelines.
 - xxii.** Train facility managers to manage all stadia and sporting facilities in their areas of jurisdictions.
 - xxiii.** Establish a programme for the training of athletes, support personnel, Referees/ Umpires at intervals in Higher Institutions in the State (AAUA) and National Institute of Sports (NIS) so as to equip them with the modern Sports techniques and practices, leading to winning laurels at the National Sports Festivals.
 - xxiv.** Encourage Local Governments and Non-Governmental Organizations to provide facilities for education and training of Sports Technocrats.
 - xxv.** Ensure the absorption of locally trained Coaches and Technical personnel.
 - xxvi.** Ensure the provision and availability of sporting facilities in Schools/Institutions, Communities and mass housing areas to enhance and encourage interactions among the Youths and elders in the community.

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- xxvii.** Mandate all the multi-national oil companies, Banks and Communication service providers operating in the State to sponsor Sports Programmes as part of their social responsibilities to the State.
 - xxviii.** Create, encourage and promote opportunities for realistic Private Sector Participation in the funding of Sports programmes and sponsorship.
 - xxix.** Create Sports Endowment Fund to be managed by Special Board of Trustee
 - xxx.** Government should ensure that Football Agency is funded adequately to prosecute the Premier League matches.
 - xxxi.** Mandate the State Ministry of Education to include Physical and Health Education (PHE) as a subject and enforced in all Schools Curriculum in the State.
 - xxxii.** Endeavour to motivate all Schools Sports Masters/Coaches
 - xxxiii.** Recognize Schools that excel in sporting competitions (Governor's SUBEB and NSSF CUPS.
 - xxxiv.** Outstanding performers should be encouraged to improve their education while the Council should have a deliberate policy for the re-absorption and appropriate placement on the completion of their course/training while deploying others who could no longer perform to other areas of Government establishment where they could be more useful.
 - xxxv.** There should be Sports Competitions programmes at the State and Local Government levels that will facilitate identification of young and budding talented athletes.
 - xxxvi.** Ensure compulsions of annual inter- house Sports Competitions for Primary and Secondary Schools across the State.
 - xxxvii.** Encourage inter-zonal and interscholastic Sports Competitions among Schools, Clubs and Tertiary Institutions in the State.
 - xxxviii.** Government should ensure the participation of and establishment of Quasi- Sports Institutions by Private developers to engender Sports development at the grassroots in the State.
 - xxxix.** Reduce the State Competitive Sports participation in the National Sports meets from **26 to 16** so as to attain a discernible result and benefit from its comparative advantages.

- xl.** Adequate provision should be made for the purchase of Sports equipment and three (3) additional luxurious buses to cater for sporting activities and Sports Festivals.
- xli.** Government should mandate all private Nursery and Private Schools to provide recreational space for the pupils to train and compete for Sports Competitions.

3.4.2 Medium Term Plan

(13th – 30th Month)

- i.** Up-grading of the four (4) zonal stadia in the three (3) Senatorial districts to at least 5,000 seating capacities. (Ikare, Owo, Ondo, Okitipupa).
- ii.** Complete the construction of phase (1) of the Ondo State International Sports Stadium.
- iii.** Government should intensify efforts to complete the Games village for the Football Agency.
- iv.** Ensure the provision and availability of sporting facilities in Schools/Institutions, Communities and mass housing areas to enhance and encourage interactions among the Youths and elders in the community.
- v.** Construct a Tennis facility in one of the recreational clubs of the three Senatorial districts in the State.
- vi.** Complete the Golf course at Atosin - Idanre.
- vii.** Adequate provision should be made for the purchase of Sports equipment and three (3) luxurious buses to cater for sporting activities and Sports Festivals.
- viii.** Rejuvenate the State Sports Festival at interval of two years in- between the National Sports Festival.

3.4.3 Long Term Plan

(31st ---- 48th Month)

- i.** Complete the construction of phase 2 - 3 of the Ondo State International Sports Stadium.
- ii.** Consolidation on the upgrading of Sports facilities, e.g laying of synthetic track at the Zonal Stadia and purchase of equipment /materials.
- iii.** Award of the contract for the Construction of a mini 6-lane Swimming pool at Oke-Agbe and Igbokoda.
- iv.** Renovation of the 60 bed spaces of the Stadium Hostel in readiness for the camping of athletes for the State and National Sports Festivals.
- v.** Purchase of 2 additional luxurious buses (59 Seaters) and two (2) utility cars for the Sports Council and Football Agency.
- vi.** Re-grassing of the football pitches at the Zonal Stadia to meet the LMC standards.

SECTION 4 CONCLUSION.

The Youth and Sports sub-sectors are important components in the administration of the State. This is because of the vital roles being played by these sub-sectors in the actualisation of the Youth potentials and in the fulfillment of the expectations of Government towards a better and peaceful life for the people.

This Youth and Sports Policy thrust is in a better stead to realizing the afore-stated objectives; if it is subjected to review, every four (4) years to accommodate changes that may be required to render the policy up to date and relevant. This review should be done by experts appointed for that purpose.

CHAPTER 12

**STRUCTURE OF GOVERNMENT, PLANNING
AND MANAGEMENT OF STATE RESOURCES**

SUBMITTED BY

**SUB-COMMITTEE ON STRUCTURE OF
GOVERNMENT, PLANNING AND MANAGEMENT
OF STATE RESOURCES**

Prof. Oladipupo Adamolekun

Chairman

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Secretary



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EXECUTIVE SUMMARY

PART A: STRUCTURE OF GOVERNMENT

Introduction

The Sub-Committee on Structure of Government, Planning & Management of State Resources, in carrying out its assignment on the Structure of Government set as the foundation for its assignment the 5-Point Agenda of the Governor-Elect while being conscious of certain other issues which need to be covered to help ensure the effective functioning of government. These issues include the concept of Centre of Government, the quality of personnel in the appointive positions of the Centre of Government, the imperative of effective coordination in operating the structure to emerge, and the position of Local Governments.

The sub-committee conducted a detailed review of the constitution to affirm a basis for the assignment. There was also a review of the Structure of Government in Ondo State under successive administrations since the return to democratic governance in 1999.

Comparative analyses were also carried out using a few other States of the federation, especially Lagos and Kaduna. There were a series of brainstorming sessions within the Sub-Committee on the structure that would be most desirable for the in-coming administration, bearing in mind the dwindling state resources and the current downward trend in bureaucratic capacity.

It is instructive to note that the result of the initial assessment by a team within the Sub-Committee was subjected to further scrutiny by all members of the Sub-committee in an independent thorough evaluation on individual basis. What was finally adopted which enjoyed the support of about 75% of the Sub-committee was a reduction from 21 to 13 Ministries.

Recommended Structure

Presented hereunder, is how the 21-Ministry Structure that currently exists has been reduced to 13 and the key parastatals and agencies have been streamlined and/or relocated in line with the alignment that have been carried out:

Table 1: Recommended Structure

CURRENT MINISTRIES	PROPOSED MINISTRIES AND THEIR KEY AGENCIES**	REMARKS
Agriculture	Agriculture & Extension Services <ul style="list-style-type: none"> - Agric Development Project (ADP) - Agric Inputs Supply Agency (AISA), - Agro-climatological and Ecological Project; and - Tree Crops Development Unit (for cocoa, oil palm, rubber, coffee, kolanuts etc. 	<i>Includes Agriculture Extension Services</i>
Natural Resources	-	<i>Issues expected to be covered under this nebulous term, are being addressed in other ministries, e.g. Environment and Utilities</i>
Commerce & Industry	Commerce, Industry & Cooperative Services <ul style="list-style-type: none"> - Ondo State Micro Credit Agency - Consumer Protection Agency - Public Private Partnership Agency - Olokola Free Trade Zone - Investment Corporation - Cooperative College <p><i>Create new Owena Motels Ltd</i></p>	<p><i>cooperative services have been merged with commerce to strengthen the support available for small scale enterprises and entrepreneurship –a focal issue of the Governor</i></p> <p><i>Owena Motels Ltd is proposed for resuscitation/creation</i></p>

Community Development & Cooperative Services	- To become Community and Rural Development	Addition to original proposed list of 13 Ministries to reflect emphasis on cross cutting rural development that is emphasized in 5- Point Agenda <i>Rural Development should be a major focus of the “job creation” agenda of the Governor</i>
Culture & Tourism	-	Merged with Information
Economic Planning & Budget	-	Merged with Finance
Education	Education, Science & Technology <ul style="list-style-type: none"> - State Universal Basic Education Board (SUBEB) - Education Endowment Fund - Zonal Tescom Offices at Akure, Ondo, Owo, Okitipupa, Ikare, Irele, Odigbo, Owena and Oka - Library Board - Quality Education Assurance Agency - Scholarship Board - Schools for the physically challenged - New Ondo State University - Rufus Giwa Polytechnic, Owo. - <i>Create the Board for Technical, Vocational and Adult Education.</i> 	<i>(the 3 universities in the State have been proposed to be merged into a single State University with 3 campuses representing the specializations that currently exist therein, and each to be headed by a Provost.</i>
Education (Adult, Technical & Vocational)	-	Scrapped
Employment & Productivity	-	

Environment	Environment & Forest Resources <ul style="list-style-type: none"> - Forestry Staff Training School, Owo; - Waste Management Board 	<i>(due to the specific importance of forest resources in Ondo State and the global attention to biodiversity conservation; and to align with what operated at the federal level)</i>
Finance	Finance & Economic Planning <ul style="list-style-type: none"> - Budget Office - Expenditure Office - Debt Management Office - Office of the Acct-General - Board of Internal Revenue - Pools Betting and Lottery Board - Bureau of Statistics - Ondo State Civic Data Centre 	<i>Budget is subsumed in planning; Efficiency Unit should be created</i>
Health	Health <ul style="list-style-type: none"> - Primary Health Care Vocational Board - Hospital Management Board - Board of Alternative Medicine - School of Nursing - School of Midwifery - School of Health Technology - Emergency Medical Services Agency - Neuro-Psychiatric Specialist Hospital - Ondo State Agency for the Control of AIDS (ODSACA)* 	<i>*ODSACA currently at the Governor's Office is to be Transferred back to the Ministry of Health</i>
Housing & Urban Development	Lands, Housing & Urban Development <ul style="list-style-type: none"> - Development and Property Corporation - Land Records Bureau 	

Information	Information, Culture & Tourism <ul style="list-style-type: none"> - Ondo State Radiovision Corporation (OSRC) 	<p><i>The current Orange FM is to be incorporated with the OSRC</i></p> <p><i>Coexist because State information machinery is needed to develop and promote both tourism and culture; scope of Culture and Tourism is too limited to be constituted into a Ministry. Even all three functions are combined at the Federal Level.</i></p>
Justice	Justice <ul style="list-style-type: none"> - Law Commission - Citizen's Right Mediation Centre – Office of the Public Defender 	
Local Government & Chieftaincy Affairs	-	<p><i>Moved to the Office of the Deputy Governor as a Unit</i></p>
Special Duties	Public Utilities <ul style="list-style-type: none"> - Electricity Board - Water Corporation; Water and Sanitation Agency (WATSAN) 	
Transport	-	<p><i>Merged with Works</i></p>
Women Affairs & Social Development	Women Affairs & Social Development <ul style="list-style-type: none"> - Christian Welfare Board - Muslim Welfare Board - Agency for the Welfare of the Physically Challenged Persons 	

Works	Works & Transport <ul style="list-style-type: none"> - Direct Labour Unit (under Civil Engineering Department) - Ondo State Road Maintenance and Construction Agency - Community-Based Urban Development Project - Fire Services - Vehicle Inspection Office - Inland Waterways Office 	
Youth Development & Sports	Youth Development & Sports <ul style="list-style-type: none"> - Sports Council - Ondo State Football Development Agency - Sunshine Football Club - Sunshine Queen Football Club - Youth Development Bureau 	

**Six agencies are recommended for scrapping because they are currently redundant or moribund, namely: International Relations and Diaspora Affairs; Cocoa Revolution Project; Manpower and Development Office; State Project Coordination Office; Mega Schools; and Owena Mass Transit.

Centre of Government and the Imperative of Effective Coordination in Operating the Structure of Government

Effective coordination in the context of the machinery of the executive arm of Government is a function of the strength of the Centre of Government. The Centre of Government (COG) is made up of the Governor who as the chief executive of the State is the pivot, his deputy, the Deputy Governor, his chief personal aide - the Chief of Staff (CoS), the Secretary to the State Government (SSG) and the Head of the Civil Service of the State (HCSS). It is imperative that each of them functions at all times with total commitment to the development agenda set by the Governor, since anything otherwise can make them run counter to the principles of COG to become “a cog” in the wheel of development of the State.

How effective each of the appointive offices at the Centre of Government depends on how clearly their respective mandates have been stated and ability of the Governor to meet the stated considerations for their appointment in his selection process, as stated in the body of the main Report. For emphasis, what the Committee believes should be the mandates and considerations for appointment into the respective positions in the Centre of Government are as follows:

Office of the Secretary to the Government (OSSG) is “to coordinate and monitor implementation of Government policies and programmes; and to serve as the think tank and bureaucratic/technical backbone of the Office of the Governor”. Considerations for appointment to the post should entail “a sound knowledge of the bureaucracy and structure of government; leadership skills and ability for proactive initiatives to drive the development agenda of Government”

Office of the Head of the Civil Service of the State is to “provide effective leadership for the civil service in particular and the public service in general, and to foster its professional development through career progression and development that engender creativity and motivate officers to enable them render public service with competence, objectivity and integrity, upholding at all times the public trust. Appointment to the post of HCSS should be made strictly on the basis of merit through a competitive selection process, outside the extraneous considerations of geo-political / sub-ethnic balancing of appointments into political offices. Merit in this case should be appreciated not from the narrow angle of seniority but from the comprehensive considerations of competence, integrity, proactive

initiative, compliant with ICT – the 21st century tools of analysis, decision making and communication, as that is the only way that the occupant of the office can command the respect of the service.

It would also be desirable to strategically deploy permanent secretaries for the 5-Point Agenda **Office of the Chief of Staff to the Governor (OCoS-G)** is “to manage the time and space of the Governor as the chief executive of the State, and to coordinate all the principal staff of the Government House to support the Governor to perform state duties in the most efficient and effective manner on a sustainable basis”. Appointment considerations for the post should entail: “Appreciable knowledge of the bureaucracy to facilitate the right linkage as may, on the spur of the moment, be required by the Governor from time to time; familiarity and/or comfortability with politicians, religious leaders, traditional rulers, social opinion leaders and other pressure groups; as well as good disposition to manage and diffuse tension around the Governor.

It is proposed that for the Cabinet Meetings to be robust and meaningful it should not convene no more than twice monthly.

Meeting the Capacity Requirement of the Proposed Structure of Government for the Implementation of Government Programmes

The capacity requirement of the administration comprises of political office holders’ capacity and public servants’ capacity. Capacity Challenge of Political Office Holders can be met by good team selection and periodic Cabinet Retreats and Policy Seminars/Workshops.

The career public servants in the public service are essentially the engine of government. Reversing the Downward Capacity Trend of the Service require intervention in 4 key areas:

- *Effective Governance of the Civil Service through credible leadership, clarity of roles and enforcement of rules (by the tripod offices CSC, SSG & HCSS);*
- *Professional and Results-Oriented Civil Servants;*
- *Ethical and Accountable Work Force with a Changed Work Culture; and*
- *Improved Competence of Civil Servants*

The Committee notes that some “Quick wins” can be achieved through Civil Service Administration Reform, by:

- Organising a retreat for the members of the CSC, the SSG and the HCSS by April 2017;
- **Carrying out a thorough (objective and transparent) screening of the top hierarchy of the civil/public service** with a view to carrying out two mutually reinforcing activities, namely: (a) weeding out the non/low performing bureaucrats, and (b) identifying credible officers with record of performance, proactive initiatives, commitment and patriotism, to be thrust forward as replacement.
- **Providing basic ICT training** in phases for Grade Level 07 - 16 civil servants as well as some hardware and software, by September 2017
- **Redesigning performance management system** and get it adopted by the Government by December, 2017
- **Conducting service-wide training needs survey** and develop training policy for the entire civil service and a comprehensive capacity assessment for directorate-level staff by March, 2018
- Providing working tools, notably environment conducive office space, equipment, supplies, and furniture.
- Capacitating the newly established Ondo State **Public Service Institute** to enable it to take provide the training needs of the middle, the directorate level officers as well as Directors General, Perm Secs etc.

In summary, addressing the capacity challenge of the bureaucracy would require:

- A political leadership that is committed to the *insulation of the civil/public service from political manipulations*;
- *A civil service leadership that is committed to* regular and periodic well-structured, *training*, objective and transparent *performance appraisal* as well as *deployment* that engenders creativity; and
- *A civil service commission that commits to upholding institutional integrity in appointments, promotions and discipline.*

On Local Governments

After several reforms dating back to the 1970s, Local Government tier still remains mostly ineffective due to the poor quality of political leadership fostered on them in most case by the State Government. We propose the following:

- State Government should, as a deliberate policy, respect the provisions of the 1999 Constitution (as amended) in its relationship with the LGs and also ensure that experienced, knowledgeable and competent politicians with good track record of performance are encouraged to go to Local Government service.
- Local Governments should be encouraged to improve on their Internally Generated Revenue (IGR) while areas of conflict or overlap should be sorted out.

PART B: PLANNING AND MANAGEMENT OF STATE RESOURCES

Mandate

The Sub-Committee was saddled with the responsibility of developing a detailed sectorial policy and programme document on the Planning and Management of State Resources as part of the BLUPRINT TO PROGRESS (2017-20121) which will guide the administration of Barrister Oluwarotimi Akeredolu, SAN, the Incoming Governor of Ondo State, towards effective service delivery and a purposeful tenure.

Modus Operandi

The Sub-Committee undertook a diagnostic review, identified gaps and came up with action plan to improve planning and management of State resouces.

Key Findings

Planning and Budgeting

- **Budget planning not driven by multi- year frame-work**
- **Usage of Incremental Budgeting System**
- **Lack of Adequate Consultation in the policy formulation Process**
- **Breach of Key Tenets of Policy Formulation**
- **Non-Adherence to Due Process in the Preparation of Development Plans and Budget**
- **Planning not based on evidence and statistical data**
- **Budget information and coverage not comprehensive**

- **Budget preparation process is not orderly enough**
- **No Fiscal Responsibility Law**
- **Objectives of Previous Economic Blue-Prints Not Achieved**

Management of State Resources for Effective Implementation Of Economic Blueprint

The challenges relating to management of resources which hindered the implementation of previous economic blueprints in the State include:

Significant Funding Gap

A monthly funding gap of about N4b would have to be addressed by the Incoming Administration

Weak Management of Public Expenditure

Weak Accountability and Transparency Practices

- Non-publication of audited financial statement
- Non-Preparation of Financial Statement using Accrual Basis in line with IPSAS
- Non-Publication of State Budget Implementation Performance Report online annually
- Non-Development of standard IPSAS compliant software for Ondo State and Local Governments
- Non-linkage of the payroll system to bank verification number
- Non-Creation of Fixed Asset and Liability Register;

High Ratio of Personnel Expenditure to Capital Expenditure

Weaknesses in Some Key PFM Institutions

- Non-establishment of an Efficiency Unit;
- Non-Passage and implementation of the Public Finance Management Law--Non-Passage and implementation of a State Public Procurement Law
- Non-application of competitive pricing system
- Non-Introduction of a system of continuous Audit;
- Inadequate funding of the Office of the State Auditor-General
- Non-Passage and implementation State Audit Law

- Weak Capacity of Accountants and Auditors
- Non implementation of e-payment system
- Non-implementation of treasury single account

Unsustainable Public Debt Profile- which stood at above N80billion as at 30th November,

Inadequate Utilization of Strategic Funding

Actions Required to Address the Challenges

Improve Planning and Budgeting Process

- Implement multi-year Planning and Budgeting System
- Implement Zero-Based Budgeting System for the State.
- Consultation and Participation of wide spectrum of the society in the Planning and Budgeting Process
- Key Tenets of Policy Formulation should be strictly adhered to
- Follow Due Process in Making Plans and Budgets:
- Base al Planning activities on evidence and statistical data.
- Budget information and coverage must be comprehensive to include all MDAs
- Use Call Circulars and Time-tables in preparation Plans and Budget to ensure orderliness in the process
- Pass and implement faithfully the State Fiscal Responsibility Law latest by December 2017
 - Prepare a detailed Economic Blueprint and set up an Economic Team to monitor implementation
 - **Publish State Budget online annually as soon the Budget bill is passed into Law**
 - Set up a Fiscal Responsibility Committee to monitor budget implementation
 - Publish the report of the monitoring online on quarterly basis

Manage the Funding Gap

Increase Internally Generated Revenue

- Set Realistic and Achievable and Measurable targets for BIR and all Revenue Generating MDAs
- Plug all revenue leakages

- Exhibit zero tolerance for revenue-related malpractices
- Conduct back duty audit
- Improve remittance of PAYE by Hydro-Carbon Companies in the State
- Grant Autonomy for the BIR
- Adequately fund BIR
- Complete implementation of modernization of the tax system component under the Public Sector Reform and Development Programme
- Increase revenue targets for revenue generating agencies
- Intensify Tax education and enlightenment
- Grow the informal sector by changing the mode of Assessment, Introduction of new revenue heads, and support Enforcement and Monitoring
- Review and expand Tax Payers Data base
- Implement an Incentive Scheme Key Revenue Generating Agencies
- Review all Revenue Laws

Explore and Exploit Opportunities for **Strategic Funding**

- **Source funds from external funding agencies**

Rationalise Public Expenditure

- Set limits on personnel expenditure as a share of total budget;
 - Capture Biometric of all state's Civil Servants
 - Establish the Efficiency Unit;
 - Pass and Implement the State Procurement Law
 - Apply competitive pricing using international or federal Government price guide
- **Privatize some state owned enterprises;**
- **Apply capital receipts strictly to capital project**

Improve Accountability and Transparency

- Restructure and Professionalize the Internal Audit
- Introduce a system of continuous Pre-Payment Audit
- Pass and implement State Audit Law
- Adequately fund the Office of the State Auditor-General

- Prepare Financial Statement using Accrual Basis in line with IPSAS with effect from 2017 financial year;
- Create Fixed Asset and Liability Register;
- **Publish Audited Annual Financial Statements within 6 months of financial year end**
- Build Capacity of Accountants and Auditors

Improve Public Financial Management

- Implement a centralized Treasury Single Account state wide.
- Implement E- Payment System State wide

Sustainable Debt Management

- Audit the entire debit stock
- Convert short term facilities to medium and long-term loans
- Renegotiate the interest and tenure of short and medium term expensive funds
- Renegotiate and continue the payment of interest only while deferring the payment of principal as a strategy to free resources for infrastructure development

SECTION 1 Constitution of the Sub-Committee on Structure of Government, Planning and Management of State Resources

1.1 Membership

Prof Ladipo Adamolekun	-	Chairman
Mr. Alaba Isijola	—	Member
Dr. Goke Adegoroye	—	Member
Mr. Sunday Adegoke (Chairman ICAN, Ondo State) -		Member
Prof V.O. Akinyosoye	-	Member
Dr. Laoye Adegoke	-	Member
Dr. Pius Olakunle Osunyikanmi	-	Member
Mr. Tokunbo Ajasin	-	Member
Mr. Foluso Aminu	-	Member
Rt. Hon. Taofeek A. Olawale	-	Member
Mr. Femi St. James FCA	-	Member
Mr. Ife Iji FCA	-	Member
Mr. Funso Esan	-	Member
Mr. Tolu Fadahunsi	-	Member
Mr. Victor O. Ogunbodede-Ashara -		Member
Otunba Itiola I. Adeleke	-	Secretary

Number of Sitzings: 3

SECTION 2 **PART A: STRUCTURE OF GOVERNMENT**

2.1 Mandate

The **Structure of Government** is a part of the mandate of the **Sub-Committee on Structure of Government, Planning & Management of State Resources**, a component of the overall detailed policy and programme document titled **Blueprint to Progress (2017-2021)** which shall guide Government towards effective service delivery and a purposeful tenure.

2.2 Approach/Methodology

In carrying out the assignment, the Sub-Committee set as the foundation for its assignment the 5-Point Agenda of the Governor-Elect which, in essence, sets the focus of his administration. The Sub-Committee was however conscious of certain other issues which need to be covered to help ensure the effective functioning of Government. These issues include the concept of the Centre of Government, the quality of personnel in the appointive positions therein, the imperative of effective coordination in operating the structure to emerge, and the position of Local Governments.

The Sub-Committee conducted a detailed review of the constitution to affirm a basis for the assignment. There was also a review of the Structure of Government in Ondo State under successive administrations since the return to democratic governance in 1999.

Comparative analyses were also carried out using a few other States of the federation, especially Lagos and Kaduna. There were a series of brainstorming sessions among the Sub-Committee on the structure that would be most desirable for the in-coming administration, bearing in mind the dwindling State resources and the current downward trend in bureaucratic capacity. It is instructive to note that the result of the initial assessment by a team within the Sub-Committee was subjected to further scrutiny by all members of the group in an independent thorough evaluation on individual basis. What was finally adopted which enjoyed the support of 75% of the group was a reduction from 21 to 14 Ministries. Consequently, the 21-Ministry Structure that currently exists has been reduced to 14 and the parastatals and agencies have been streamlined and/or relocated in

line with the alignment that have been carried out. Table 1 below reflects the new list of Ministries and the location of the key agencies and parastatals.

Table 2: *List of Ministries, Departments, Agencies and Parastatals*

CURRENT MINISTRIES	PROPOSED MINISTRIES AND THEIR KEY AGENCIES**	REMARKS
Agriculture	Agriculture & Extension Services <ul style="list-style-type: none"> - Agric Development Project (ADP) - Agric Inputs Supply Agency (AISA), - Agro-climatological and Ecological Project; and - Tree Crops Development Unit (for cocoa, oil palm, rubber, coffee, kolanuts etc) 	<i>Includes Agriculture Extension Services</i>
Natural Resources	-	<i>Issues expected to be covered under this nebulous term, are being addressed in other ministries, e.g. Environment and Utilities</i>
Commerce & Industry	Commerce, Industry & Cooperative Services <ul style="list-style-type: none"> - Ondo State Micro Credit Agency - Consumer Protection Agency - Public Private Partnership Agency - Olokola Free Trade Zone - Investment Corporation - Cooperative College <p><i>Create new Owena Motels Ltd</i></p>	<i>cooperative services has been merged with commerce to strengthen the support available for small scale enterprises and entrepreneurship –a focal issue of the Governor</i> <i>Owena Motels Ltd is proposed for resuscitation/creation</i>
Community Development & Cooperative Services	- To become Community and Rural Development	<i>Addition to original proposed list of 13 Ministries to reflect emphasis on cross cutting rural development that is emphasized in 5-Point Agenda.</i> <i>Rural Development should be a major focus of the “job creation” agenda of the Governor</i>
Culture & Tourism	-	<i>Merged with Information</i>
Economic Planning & Budget	-	<i>Merged with Finance</i>
Education	Education, Science & Technology <ul style="list-style-type: none"> - State Universal Basic Education Board (SUBEB) - Education Endowment Fund 	<i>(the 3 universities in the State have been proposed to be merged into a single Ondo State University (ODSU), with 3 campuses representing the</i>

	<ul style="list-style-type: none"> - Zonal Tescom Offices at Akure, Ondo, Owo, Okitipupa, Ikare, Irele, Odigbo, Owena and Oka - Library Board - Quality Education Assurance Agency - Scholarship Board - Schools for the physically challenged - New Ondo State University - Rufus Giwa Polytechnic, Owo. - <i>Create the Board for Technical, Vocational and Adult Education.</i> 	<i>specializations that currently exist therein, and each to be headed by a Provost.</i>
Education (Adult, Technical & Vocational)	-	Scrapped
Employment & Productivity	-	
Environment	Environment & Forest Resources <ul style="list-style-type: none"> - Forestry Staff Training School, Owo; - Waste Management Board 	<i>(due to the specific importance of forest resources in Ondo State and the global attention to biodiversity conservation; and to align with what operated at the federal level)</i>
Finance	Finance & Economic Planning <ul style="list-style-type: none"> - Budget Office - Expenditure Office - Debt Management Office - Office of the Acct-General - Board of Internal Revenue - Pools Betting and Lottery Board - Bureau of Statistics - Ondo State Civic Data Centre 	<i>Budget is subsumed in planning; Efficiency Unit should be created</i>
Health	Health <ul style="list-style-type: none"> - Primary Health Care Vocational Board - Hospital Management Board - Board of Alternative Medicine - School of Nursing - School of Midwifery - School of Health Technology - Emergency Medical Services Agency - Neuro-Psychiatric Specialist Hospital - Ondo State Agency for the Control of AIDS (ODSACA)* 	<ul style="list-style-type: none"> - <i>*ODSACA currently at the Governor's Office is to be Transferred back to the Ministry of Health</i>

Housing & Urban Development	Lands, Housing & Urban Development <ul style="list-style-type: none"> - Development and Property Corporation - Land Records Bureau 	
Information	Information, Culture & Tourism <ul style="list-style-type: none"> - Ondo State Radiovision Corporation (OSRC) 	<i>The current Orange FM is to be incorporated with the OSRC Coexist because State information machinery is needed to develop and promote both tourism and culture; scope of Culture and Tourism is too limited to be constituted into a Ministry. Even all three functions are combined at the Federal Level.</i>
Justice	Justice <ul style="list-style-type: none"> - Law Commission - Citizen's Right Mediation Centre – Office of the Public Defender 	
Local Government & Chieftaincy Affairs	-	<i>Moved to the Office of the Deputy Governor as a Unit</i>
Special Duties	Public Utilities <ul style="list-style-type: none"> - Electricity Board - Water Corporation; Water and Sanitation Agency (WATSAN) 	
Transport	-	<i>Merged with Works</i>
Women Affairs & Social Development	Women Affairs & Social Development <ul style="list-style-type: none"> - Christian Welfare Board - Muslim Welfare Board - Agency for the Welfare of the Physically Challenged Persons 	
Works	Works & Transport <ul style="list-style-type: none"> - Direct Labour Unit (under Civil Engineering Department) - Ondo State Road Maintenance and Construction Agency - Community-Based Urban Development Project - Fire Services - Vehicle Inspection Office - Inland Waterways Office 	
Youth Development & Sports	Youth Development & Sports <ul style="list-style-type: none"> - Sports Council - Ondo State Football Development Agency - Sunshine Football Club - Sunshine Queen Football Club - Youth Development Bureau 	

**Six Agencies are recommended for scrapping because they are currently redundant or moribund, namely: International Relations and Diaspora Affairs; Cocoa Revolution Project; Manpower and Development Office; State Project Coordination Office; Mega Schools; and Owena Mass Transit.

2.3 Findings

By way of background information, Nigeria is a constitutional democracy with a presidential system of Government. It is also a federation, with 36 States and the Federal Capital Territory which according to the constitution is to be governed “as if it were a State”. Accordingly, like any other States within the federation, the very existence of Ondo State and the powers of its Government are as derived from the 1999 **Constitution**. These constitutional powers, which are distinct and differentiated, are vested in three main organs namely, the **Legislature**, the **Executive** and the **Judiciary** which together constitutes what is referred to as the **three arms of Government**, and playing complementary roles. Executive powers of the State are vested in the Governor; the powers to make laws are vested in the legislature while the powers to adjudicate the laws are vested in the Judiciary.

By the statutes and in practice, ***the executive alone does not constitute the Government***. However, because it is the executive that orders the scope and direction of governance and therefore makes policies, implements programmes and projects for the development of the State as well as for the welfare of the citizens, ***by public perception, the Executive is Government***. It is this perception that defines the weight of citizen expectation on the Governor as the chief executive of the State.

2.4 The Constitution as the very Basis of Governance and Government Structure

Normally, constitutional dictates, as enshrined in the sections under the ***Fundamental Objectives and Directive Principles of State Policy***, are the main factors that should determine the creation of Government ministries, agencies etc. Additionally, however, some other factors do come into play to make the creation of a Government agency or even a ministry desirable / inevitable. These factors include:

- Emerging trends in national/regional consciousness with clear promise of political capital and/or emerging challenges with potent national consequences requiring sustained institutional response and accountability by the Governor;
- Regional challenges with widespread consequences that are considered of utmost importance to warrant their being placed as a responsibility that requires direct or near-direct reporting line to the chief executive of the State.

Chapter II, Sections 13-23, of the Nigerian constitution outline the **fundamental objectives and directive principles of state policy**, stating among others:

- That “the *security and welfare* of the people shall be the primary purpose of Government”;
- That “the composition of the Government shall promote national unity” – *a fundamental principle in appointment in Nigeria*;
- That “the State shall encourage *free mobility of people, goods and services* throughout the Federation”;
- “*Harness the resources of the Nation and promote planned and balanced economic development as well as national prosperity* and serve the common good”
- “Ensuring suitable and adequate shelter”; “suitable and adequate food”; “reasonable national minimum wage”; “old age care”; “and pensions”; “unemployment, sick benefits” and “welfare of the disabled”;
- “Ideals of Freedom, Equality of rights, obligations and opportunities before the law and justice”;
- “Opportunity for securing adequate means of livelihood and suitable employment”;
- “Equal and adequate educational opportunities at all levels, and strive to eradicate illiteracy”;
- “Promote Science & Technology”
- “Foreign policy that promote and protect national interest”;

- “Protect and improve the environment and safeguard the water, air and land, forest and wildlife”;
- “Protect, preserve and promote Nigerian cultures which enhance human dignity”
- “Development of technological and scientific studies that enhance cultural values”

Except for those issues that are under the exclusive legislative list, e.g. foreign policy, defence, and mineral resources extraction, the issues highlighted above constitute the main frame of Government structures, as their existence is the basis of any nation-state or regional government.

With regard to the specific offices, the Nigerian constitution, **Part II section 176 (1) & (2)** similarly establishes the office of the Governor of a State and vest it with the **executive powers of the State** while Section 192 provide for Commissioners, section 195 Attorney General for the State, Section 196 Special Advisers and Section 197 provide for “Certain Executive Bodies”, namely: State Civil Service Commission, State Independent Electoral Commission and State Judicial Service Commission.

Similarly, **Section 206-8 establishes the Civil Service of a State** and list the offices to which the section applies as:

- *Secretary to the Government of the State (SSG)*
- *Head of the Civil Service of the State (HCSS)*
- *Permanent Secretary; DG etc*
- *Any office on the personal staff of the Governor*

The Fourth Schedule spells out the Functions of a Local Government

2.5 Framework for the Structure of Ondo State Government

Executive Liberty in Determining Structure

Although there are no specific outlines of constitutional provisions for a Governor in respect of appointment of commissioners, Section 147 – (1) “*There shall be such offices of Minister of the Government of the Federation as may be established by the President*” points to what is expected of a Governor of a State.

Accordingly, while, in line with the constitution, the structure, configuration, composition and number of offices within the executive arm of Government and the responsibilities attached to each office are “*as may be established by the President*” (or to extrapolate in this case “*as may be established by the Governor*”) what constitutes what may have been “*established by the Governor*” is a product of the State’s socio-economic aspirations and developmental objectives, the cultural influences and political considerations, including the importance that an incoming Governor attaches to an issue; as well as the level of confidence the Governor and the political class have in the State’s public service.

Strength of the Constitutional non-fixation on LGA but “Diversity” for the Appointment of Commissioners

The Sub-Committee noted that, unlike at the federal level where the President is compelled by the constitution to appoint a Minister per State, State Governors are only compelled by the constitution to “*recognize the diversity of the people within its area of authority and the need to promote a sense of belonging and loyalty among all the peoples of the state*”. It should be noted that, even in the case of the federal government where the President is mandated to appoint a Minister per State, the constitutional requirement does not connote a minimum of 36 Ministries and, indeed, at no time has the Federal Government operated up to 36 federal Ministries. What is required in a situation where the number of ministries recommended falls short of the total number of LGAs in the State, might be to take into consideration the LGAs of the principal officers of the State viz: Governor, Deputy Governor, SSG and the CoS-G etc., bearing in mind that there are slots for Special Advisers and appointment into key agencies like SUBEB and the prerogative of the Governor to determine who attends Cabinet meetings.

The Trend from 1999 to Date

The structure of government derives essentially from the arrangement put in place to accommodate whatever number of offices that have been created for the variety of purposes that the Governor as Chief Executive of the State may desire.

The Sub-Committee, in considering the **number of Ministries and agencies that Ondo State should have, in relation to its population size, land area and economic strength,**

examined the trend from 1999 to date. The Adefarati Administration operated 16 Ministries, in contrast to which the Olaiya Oni committee had to recommend 11 for the Agagu Administration but what was eventually operated was 14 Ministries. The Mimiko Administration currently has 21 Ministries; 65 agencies and 6 autonomous Commissions.

The 5-Point Agenda of Governor Akeredolu

The starting point of the consideration of a Structure of Government for the Akeredolu administration is the 5-Point Agenda of the Governor-elect, namely:

- Job Creation through Agriculture,
- Entrepreneurship and Industrialisation;
- Massive Infrastructural Development and Maintenance;
- Promotion of Functional Education and Technological Growth; and
- Provision of Accessible Health Care.

Other Factors Considered

The Sub-Committee, in its deliberations, also considered the following:

- How, in terms of efficiency and effectiveness, the current structure on ground compare with what exists in certain key States of the federation, especially Lagos and Kaduna; Kaduna State currently operates 14 Ministries against the 19 that existed previously;
- Factors that can influence the elevation of an issue to a Cabinet level responsibility;
- Redundancies in the existing structure; possible legal constraints that would need to be removed to make the new structure stand; and the work-force fall out;
- The weight should be ascribed to each of the category of offices that make up the main frame of the structure of Government listed as above in section 208 of the constitution, bearing in mind the contention between SSG and HCSS highlighted in the Report of the Olaiya Oni's committee;
- How to bring clarity to spelling out the functions of each of the principal offices, especially the SSG vs CoS-G, within the bounds of constitutional provisions;
- The channels of communication to State Chief Executive; and

- Lines of command that will not only automatically make public office holders effective in their roles but engender efficiency in their operations.

2.6 Recommendations

Offices and Ministries Proposed/Validated

Arising from the considerations highlighted above, the Offices, Ministries, Extra-Ministerial Departments, Parastatals and agencies that have been proposed and/or validated are as follows:

Office of the Governor

- Chief of Staff to the Governor
- Principal Secretary/Perm Sec
- Liaison Offices
- Pension Commission
- Pension Transition Management Committee

Office of the Deputy Governor

- Deputy Chief of Staff
- Boundary Commission
- Local Government & Chieftaincy Affairs

Office of the Secretary to the Government

- General Administration
- Cabinet & Special Services
- Political & Economic Affairs
- Government Quarters Management Office

Office of the Head of the Civil Service

- **Establishment & Management Services**
- **Service Matters**
- **Public Service Training Institute**
- **Electronic Personnel Administration Salary System (e-PASS)**

Constitutional Bodies/Autonomous Institutions

- Civil Service Commission
- Judicial Service Commission
- House of Assembly Service Commission

- Independent Electoral Commission
- Office of the State Auditor General (the capacity gap)
- Teaching Service Commission
- Local Government Service Commission
- Office of Local Government Auditor General
- Ondo State Oil Producing Areas Development Commission

Table 3: *Current Ministries, Proposed Ministries and their Key Agencies** and Remarks*

CURRENT MINISTRIES	PROPOSED MINISTRIES AND THEIR KEY AGENCIES**	REMARKS
Agriculture	Agriculture & Extension Services <ul style="list-style-type: none"> - Agric Development Project (ADP) - Agric Inputs Supply Agency (AISA), - Agro-climatological and Ecological Project; and - Tree Crops Development Unit (for cocoa, oil palm, rubber, coffee, kolanuts etc) 	<i>Includes Agriculture Extension Services</i>
Natural Resources	-	<i>Issues expected to be covered under this nebulous term, are being addressed in other ministries, e.g. Environment and Utilities</i>
Commerce & Industry	Commerce, Industry & Cooperative Services <ul style="list-style-type: none"> - Ondo State Micro Credit Agency - Consumer Protection Agency - Public Private Partnership Agency - Olokola Free Trade Zone - Investment Corporation - Cooperative College <p>Create new Owena Motels Ltd</p>	<i>cooperative services has been merged with commerce to strengthen the support available for small scale enterprises and entrepreneurship –a focal issue of the Governor</i> Owena Motels Ltd is proposed for resuscitation/creation
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Culture & Tourism	-	<i>Merged with Information</i>
Economic Planning & Budget	-	<i>Merged with Finance</i>

Education	Education, Science & Technology <ul style="list-style-type: none"> - State Universal Basic Education Board (SUBEB) - Education Endowment Fund - Zonal Tescom Offices at Akure, Ondo, Owo, Okitipupa, Ikare, Irele, Odigbo, Owena and Oka - Library Board - Quality Education Assurance Agency - Scholarship Board - Schools for the physically challenged - New Ondo State University - Rufus Giwa Polytechnic, Owo. - <i>Create the Board for Technical, Vocational and Adult Education.</i> 	<i>(the 3 universities in the State have been proposed to be merged into a single Ondo State University (ODSU), with 3 campuses representing the specializations that currently exist therein, and each to be headed by a Provost.</i>
Education (Adult, Technical & Vocational)	-	Scrapped
Employment & Productivity	-	
Environment	Environment & Forest Resources <ul style="list-style-type: none"> - Forestry Staff Training School, Owo; - Waste Management Board 	<i>(due to the specific importance of forest resources in Ondo State and the global attention to biodiversity conservation; and to align with what operated at the federal level)</i>
Finance	Finance & Economic Planning <ul style="list-style-type: none"> - Budget Office - Expenditure Office - Debt Management Office - Office of the Acct-General - Board of Internal Revenue - Pools Betting and Lottery Board - Bureau of Statistics - Ondo State Civic Data Centre 	Budget is subsumed in planning; Efficiency Unit should be created
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Special Duties	Public Utilities <ul style="list-style-type: none"> - Electricity Board - Water Corporation; Water and Sanitation Agency (WATSAN) 	
Transport	-	<i>Merged with Works</i>
Women Affairs & Social Development	Women Affairs & Social Development <ul style="list-style-type: none"> - Christian Welfare Board - Muslim Welfare Board - Agency for the Welfare of the Physically Challenged Persons 	
Works	Works & Transport <ul style="list-style-type: none"> - Direct Labour Unit (under Civil Engineering Department) - Ondo State Road Maintenance and Construction Agency - Community-Based Urban Development Project - Fire Services - Vehicle Inspection Office - Inland Waterways Office 	
Youth Development & Sports	Youth Development & Sports <ul style="list-style-type: none"> - Sports Council - Ondo State Football Development Agency - Sunshine Football Club - Sunshine Queen Football Club <ul style="list-style-type: none"> - Youth Development Bureau 	

**Six agencies are recommended for scrapping because they are currently redundant or moribund, namely: International Relations and Diaspora Affairs; Cocoa Revolution Project; Manpower and Development Office; State Project Coordination Office; Mega Schools; and Owena Mass Transit.

2.7 Centre of Government and the Imperative of Effective Coordination in Operating the Structure of Government

In actual operations, none of the different ministries can work or stand as a separate entity. Indeed, each is uniquely established to serve a purpose that contributes to the performance of the others. There can be no greater challenge to a new administration than for the governor to see the cabinet he has assembled locked in perpetual struggle over “*who controls what*” in terms of mandate and resources. Such a challenge could be a nightmare for any administration. Yet, it is only when each office/ organ is able to function in accordance with what the constitution intends, feeding into the contributions of the others, that the goal of governance can be achieved. It is therefore imperative that there is effective coordination in operating the structure that is proposed in this Report.

2.7.1 Centre of Government

Effective coordination in the context of the machinery of the executive arm of Government is a function of the strength of the Centre of Government.

The Governor as the chief executive of the State is the pivot of the **Centre of Government (COG)**. With him at the COG are his deputy, the **Deputy Governor**, his chief personal aide -the **Chief of Staff (CoS)**, the **Secretary to the State Government (SSG)** and the **Head of the Civil Service** of the State (HCSS). The core functions of the COG are to direct and coordinate government business. How effective each of the members is in carrying out his/her official functions is what would determine how far the government would go in achieving its electoral promises. In other words, each of them must always function with total commitment to the development agenda set by the Governor, since anything otherwise makes them run counter to the principles of **COG** to become “*a cog*” in the wheel of development of the State.

It is imperative that at all times, the Governor and his deputy – the Deputy Governor, must act as one and be seen and related to by the other members of the COG as one, as any crack in their relationship could be exploited to weaken the COG.

In order to ensure clarity in the responsibilities of the appointive offices in the Centre of Government, the mandates and considerations for appointment into those positions are highlighted hereunder:

2.7.2 Office of the Secretary to the Government (OSSG)

The office of the Secretary to the State Government should be appreciated from both the true intent of its constitutional provision and the centrality of its statutory responsibilities within the structure of government. Constitutionally, by the provisions of section 208, the SSG is the number one bureaucrat of the State. Its mandate is *“to coordinate and monitor implementation of Government policies and programmes; and to serve as the think tank and bureaucratic/technical backbone of the Office of the Governor”*.

Considerations for appointment to the post should entail *“a sound knowledge of the bureaucracy and structure of Government; leadership skills and ability for proactive initiatives to drive the development agenda of Government”*.

2.7.3 Office of the Chief Staff to the Governor (OCoS-G)

It should be noted that the office of Chief of Staff is not specifically provided for in the constitution and that unlike the OSSG, it does not enjoy a historical antecedent beyond 1999. It is however not unconstitutional as it is covered by provisions in section 208 (d). Its mandate should be: *“to manage the time and space of the Governor as the chief executive of the State, and to coordinate all the principal staff of the Government House to support the Governor to perform state duties in the most efficient and effective manner on a sustainable basis”*

Appointment considerations for the post should entail: *“Appreciable knowledge of the bureaucracy to facilitate the right linkage as may, on the spur of the moment, be required*

by the Governor from time to time; familiarity and/or comfortability with politicians, religious leaders, traditional rulers, social opinion leaders and other pressure groups; as well as good disposition to manage and diffuse tension around the Governor.

2.7.4 Office of the Head of the Civil Service of the State

The mandate of the Head of the Civil Service of the State (HCSS) is to “provide effective leadership for the civil service in particular and the public service in general, and to foster its professional development through career progression and development that engender creativity and motivate officers to enable them render public service with competence, objectivity and integrity, upholding at all times the public trust.

Appointment to the post of HCSS should be made strictly on the basis of merit through a competitive selection process, outside the extraneous considerations of geo-political / sub-ethnic balancing of appointments into political offices. **Merit** in this case should be appreciated not from the narrow angle of seniority but from the comprehensive considerations of competence, integrity, proactive initiative, compliance with ICT – the 21st century tools of analysis, decision making and communication, as that is the only way that the occupant of the office can command the respect of the service.

2.7.5 Strategically Deployed Permanent Secretaries

The civil service must be seen as the primary instrument for assuring quality service delivery, especially in respect of the in-coming Administration’s 5-point Agenda, notwithstanding the specific aspects of Government business assigned to parastatals and agencies for the day to day service delivery to the citizens. The most competent Permanent Secretaries should be deployed to the focal Ministries of the 5-Point Agenda of the administration.

It is also important to take seriously the service delivery at the level closest to citizens as assigned to Local Governments in the Constitution.

2.7.6 Cabinet Meetings and Frequencies

The Nigerian constitution, section 193 (2) compels the Governor to “*hold regular meetings with the Deputy Governor and the Commissioners of the Government of the State (i.e his cabinet) in the discharge of their executive responsibilities “for the purposes of” –*

- “*Determining the general direction of the policies of the Government of the State*”;
- “*Co-ordinating the activities of the Governor, the Deputy Governor and the Commissioners in the discharge of their responsibilities*”; and
- “*Advising the Governor generally in the discharge of his executive functions other than those functions with respect to which he is required by this constitution to seek the advice or act on the recommendation of any other person or body*”.

2.8 Meeting the Capacity Requirement of the Proposed Structure of Government for the Implementation of Government Programmes

The capacity requirement of the administration comprises of **political office holders’ capacity** and **public servants’ capacity**.

2.8.1 Capacity Challenge of Political Office Holders

Addressing the capacity requirement of public office holders in the administration depends on the ability of the Governor to head-hunt and assemble a core group of well qualified and experienced people across the political class, private sector and academia, and the political will to allow the relevant institutions to perform their functions as required by law. Their assemblage should be strengthened through regular Cabinet Retreats, Policy Dialogues etc, since there are no schools to learn how to be a Commissioner. The importance of this recommendation to the success of the administration, in terms of not just visioning and enunciation of policies but the resolution of seemingly intractable problems, cannot be overemphasized.

It is imperative that the take-off of the administration should be heralded by a Cabinet Retreat (of the political appointees and the top hierarchy of the civil service) where the Governor would lay out his vision and set in clear terms what is expected of each and everyone on board.

2.8.2 Capacity Challenge of Career Public Servants

The career public servants in the public service are essentially the engine of Government. Accordingly, they are very critical to governance. The criticality of the civil/public servants in governance derives from the multiplicity of indispensable and inalienable roles that public servants perform in the running of a Government, national or regional, namely:

- Workforce of Government;
- Brain-Box and Institutional Memory of the Public Sector;
- Bridge across Administrations and the Stabilizer of the Polity;
- Government Web for Inter-Ministerial Cooperation;
- Guardian of Public Interest and Custodian of the Public Trust;
- Translator of Party Programmes to Development Agenda;
- The Face of Governance; (*The Cabinet is the face of Government*)

Added to these roles is the *all comers' nature* of political office holders, to whom civil servants report, which jointly present civil/public servants with a two-pronged capacity challenge:

- The challenge of equipping public servants with a robust knowledge of what to do as professionals; and
- The challenge of equipping them to, on one hand develop the courage to speak truth to power and, on the other hand, master the state craft of tactfully managing the frequently identified excesses of their political principals;

The current capacity challenge of the bureaucracy is a product of a combination of a number of factors, prominent among which are:

- A generalist tradition that the civil service has continued to nurture and defend, even in the knowledge age of the 21st century;
- The slow pace of getting civil/public service to conform to the technology requirement of the 21st century civil service;
- An HRM that, rather than being competency-based, attaches greater importance to number of years spent on grade level or in the service;

- Training regime that is neither needs-based nor is able to enhance the abilities of staff to turn resources into results; and
- A pervading erosion of personal and institutional integrity in the application of procedures and processes, to the detriment of the much cherished public service ethics, values and ethos.

Unfortunately, this capacity challenge is now manifested at all strata of governance and across the multiplicity of processes and procedures of government.

2.8.3 Reversing the Downward Capacity Trend of the Service

Reversing the downward capacity trend of the Ondo State Public Service would require intervention in 4 key areas, namely: (A) Effective Governance of the Civil/Public Service; (B) Professional and Results-Oriented Civil/Public Servants; (C) Ethical and Accountable Workforce with a Changed Work Culture; and (D) Improved Competence of Civil/Public Servants.

Effective Governance of the Civil Service

Effective governance of the civil/public service is determined by three main factors, namely:

- (i) strong and credible leadership for the civil service** through open and competitive processes;
- (ii) clarity of roles and effective coordination** including consistency of leadership direction in the 3 key central HRM institutions that form the tripod on which the civil/public service stands (Civil Service Commission, Office of Secretary to the Government and Office of the Head of the Civil Service); and
- (iii) enforcement of civil service rules and regulations.**

The extent to which the three main factors can achieve effective governance depends on how well the civil service can articulate its vision and missions statements as well as its goals, principles and values.

Professional and Results-Oriented Civil Servants

The critical issues are: (i) merit-based appointment and promotion with guidelines for representativeness principle (ratio of 80% to 20% for merit principle and representativeness respectively); (ii) professionalisation within the civil service to be extended beyond the traditional professionals (lawyers, engineers, doctors) to include core service cadres, beginning with human resource managers and accountants; (iii) an effective performance management system involving redesign of the existing system and including the introduction of some elements of performance contracting and measurement, hinged upon mentoring and proper succession planning; and (iv) improved pay and incentives through application of gains from rationalisation and effective staff and wage bill control to enhancing the salaries of qualified and experienced staff and use of a mixture of affordable allowances, soft loans and bonuses.

Ethical and Accountable Work Force with a Changed Work Culture

The issues regarding ethical standards and accountability are closely linked to promoting transparency and fighting corruption. Strong legal and institutional frameworks are in place, notably the Independent Corrupt Practices and Other Related Offences Commission (ICPC) and the Economic and Financial Crimes Commission (EFCC) (with nation-wide mandates). The State should promptly adopt a State Fiscal Responsibility Law and Public Procurement Law. And the key institutions are the Public Accounts Committee (PAC) of the House of Assembly and the Office of the Auditor-General (OAuG). Taken together, they are to contribute to reducing corruption and enhancing transparency and competitiveness in the conduct of Government business. The challenge is for these institutions to function efficiently and effectively. The serious capacity gap identified in the OAuG should be addressed. Similarly, the Project Monitoring Unit (PMU) should be strengthened and headed by a very senior professional to enable it take on the functions of a Bureau of Public Procurement. Regarding the demand side of accountability, the state needs to domesticate the federal Freedom of Information (FOI) law with a view to enhancing citizen access to information while the provision of quality basic education and adult literacy programme will ensure that citizens can take advantage of the law. The

Government also needs to achieve a participatory budgeting process that would involve the private sector, civil society organizations (CSOs), community-based organizations (CBOs) in public expenditure allocation and the monitoring and evaluation of public spending.

Improved Competence of Civil Servants

There are three pertinent issues: (i) efficient and effective management of training, beginning with a training needs survey and the development of a service-wide training policy; (ii) improved leadership and management development focused on upgrading the skills and competencies of chief executives, permanent secretaries, and other senior civil servants; and (iii) appropriate utilisation of the Public Service Institute for continuous learning and training for all categories of staff. Senior and middle management staff should also be sponsored to access selected skills development and upgrading programmes at Administrative Staff College of Nigeria (ASCON), Public Service Institute of Nigeria (PSIN) and similar institutions abroad.

2.9 Achievable “Quick wins” through Civil Service Administration Reform

The way forward is for the Governor to commit to ***Civil Service Administration Reform*** with a view to achieving certain ***“Quick Wins”*** within the time frame listed hereunder:

- Organize a retreat for the members of the CSC, the SSG and the HCSS by April 2017;
- Carry out a thorough (objective and transparent) screening of the top hierarchy of the civil/public service with a view to carrying out two mutually reinforcing activities, namely: (a) weeding out the non/low performing bureaucrats, and (b) identifying credible officers with record of performance, proactive initiatives, commitment and patriotism, to be thrust forward as replacement.
- Provide basic ICT training in phases for Grade Level 07 - 16 civil servants as well as some hardware and software, by September 2017
- Redesign performance management system and get it adopted by the Government by December 2017

- Conduct of a service-wide training needs survey and develop training policy for the entire civil service and a comprehensive capacity assessment for directorate-level staff by March 2018
- Provide working tools, notably environment conducive office space, equipment, supplies, and furniture.
- Capacitate the newly established Ondo State **Public Service Institute** to enable to take care of the training needs of the middle, the directorate level officers as well as Directors General, Perm Secs etc.

2.10 Summary for Executive Action

Addressing the capacity challenge of the bureaucracy would require:

- A political leadership that is committed to the *insulation of the civil/public service from political manipulations*; (A situation where civil servants were made to put on the colors of their Governor's political party, as it happened in the past should, not only be never tolerated such actors should be eased out of the service).
- A *civil service leadership that is committed to* the enthronement of a whole range of interventions, from *cradle to grave* (point of entry into the civil/public service to retirement/exit from service), involving regular and periodic well-structured, value-for-money/cost-effective *training*, objective and transparent *performance appraisal* as well as *deployment* that engenders creativity and promotes on-the-job experience and skills acquisition; and
- A *civil service commission that commits to upholding institutional integrity in appointments, promotions and discipline*, in the true spirit of a standard HRM regulatory agency.

2.11 Local Government

After several reforms dating back to the 1970s, Local Governments still remain mostly ineffective due to the poor quality of political leadership foisted on them, in most cases by the State Govt. It should be noted that the in-coming Administration will inherit newly elected Local Government chairmen.

Coupled with the foregoing is the very poor financial base of Local Governments. Most of the revenue yielding sources have been taken over by the State Government. This is notwithstanding the fact that the functions ascribed to LGs in the Fourth Schedule of the 1999 constitution are not as high revenue yielding as those of the State and Federal Governments. Unfortunately, the Local Governments themselves have made their situation worse by the bloated workforce they have aggregated over the years, in contrast to not just their revenue base but their scope of responsibilities.

2.12 The Way Forward

- State Government should as a deliberate policy respect the provisions of the 1999 constitution as amended in its relationship with the LGs.
- Experienced, knowledgeable and competent politicians with good track record of achievements should be encouraged to go to LG service through advocacy and community enlightenment
- LGs should be encouraged to improve on their IGR while areas of conflict or overlap in revenue collection should be sorted out.
- The State Government should send a team to states where LGs are working properly especially in revenue generation to learn about good practices.
- There is the need to revise and improve on the roles and schedule of activities of the Joint Account Allocation Committee.
- The number of Supervisory Councilors should be reduced to five critical areas of need; Agriculture, Education, Health, Works and Community Development/Relations; and
- For service efficiency the PPMU should have senatorial district offices manned by competent hands to render reports on State, LGs and Federal Government projects for follow up action by the Governor.

SECTION 3 PLANNING AND MANAGEMENT OF STATE RESOURCES

3.1 Mandate

The Sub-Committee was saddled with the responsibility of developing a detailed sectorial policy and programme document on the Planning and Management of State Resources as part of the BLUPRINT TO PROGRESS (2017-20121) which will guide the administration of Barrister Oluwarotimi Akeredolu, SAN, the Incoming Governor of Ondo State, towards effective service delivery and a purposeful tenure.

3.2 Modus Operandi

The Sub-Committee undertook a diagnostic review, to the extent practicable, of the existing practices with respect to Planning and Management of Resources in the State, benchmarking these against current best practices and thereafter came up with an Action Plan geared towards strengthening the planning and management of resources of the State and the attainment of fiscal sustainability during the tenure of the Incoming Government, and even beyond.

3.3 Key Findings

3.3.1 Planning and Budgeting

Planning at all levels of society is imperative for rapid socio-economic development to achieve a vision of an ideal state towards which society should move. The process of planning involves setting of goals and targets which have to be pursued through formulation of policies, articulation of appropriate projects, programmes and mobilization of available financial, human and material resources for their effective realisation.

There are three major types of planning in terms of time horizon namely: - short, medium and long term. The short-term plan is the annual budget and it is the instrument used to implement the medium term plan. The Fixed Medium-Term Plan which could span 4-6 years with indicative capital budget for the projects and programmes normally draws inspiration from the Perspective Plan. For effective economic planning, the three-tier planning system is recommended.

However, the Committee was able to identify the following weaknesses in the current planning and budgeting processes of the State.

- **Budget planning not driven by multi-year frame-work:**

Although the process for the preparation and implementation of long-term, medium-term and short-term planning methodology had already been initiated by the outgoing Government, which is a welcome idea, in view of the inherent advantage of such. There is however, need to accelerate the preparation and implementation of the framework to ensure that the budgets are aligned to the State priorities.

- **Usage of Incremental Budgeting System:**

The incremental budgeting system is still being used by the outgoing administration, a practice which the Sub-Committee considers as archaic and inappropriate in the present circumstance.

- **Lack of Adequate Consultation in the policy formulation Process:**

There is need for consultations and participation by wide spectrum of the society, when formulating policy, which is not being done as required by the outgoing Government.

- **Breach of Key Tenets of Policy Formulation:**

Key tenets of policy formulation are not being adequately practiced under the present dispensation. These are:

- Avoidance of policy inconsistency/summersault
- Adopt bottom-up/participatory approach
- Ensuring that the policy is sustainable, realistic, measurable, practicable and achievable
- Alignment with Government goals, objectives and agenda
- Basing policy formulation essentially on socio-economic considerations.

- **Non-Adherence to Due Process in the Preparation of Development Plans and Budget:**

The process of preparation of development plans and budgets are presently sub-optimal, in that the necessary processes are not being adequately followed. Development Plans, Policy Guidelines and Budget Circulars which are supposed to guide the preparation of projects and programmes are not being prepared as expected.

- Basing of Planning on evidence and statistical data would appear not being done:

This may be due to the non-availability of planning data and evidence. There is need to strengthen the legal framework of the State's Bureau of Statistics.

- **Budget information and coverage not comprehensive:**

As a number of government establishments still prepare their budgets separately. This include tertiary institutions and statutory corporations.

- **Budget preparation process is not orderly enough:**

There is no clearly documented budget timetable. This may be partly responsible for the fact that the State Budget for 2017 is not yet passed into law, something which ought to have been done before the commencement of the New Year, under normal circumstances.

No Fiscal Responsibility Law:

The State currently has no Fiscal Responsibility Law that will institutionalize the Planning and Budgeting Framework of the State

Objectives of Previous Economic Blue-Prints Not Achieved:

Although, there were some existing high-level policy documents such as the Vision 20:2020 (Ondo State Component); the Millennium Development Goals; the Sustainable Development Goals, the "A CARING HEART" Agenda; and the Public Sector Governance Reform and Development Programme, there implementation were seriously

challenged. Some of the reasons might have to do with the planning and budgeting process highlighted above, but there are also factors that are connected to the weak resource management practices in the State.

It is heart-warming that the Incoming Administration has already adopted THE PROGRAMME OF CHANCE which bother on:

- Job Creation through Agriculture, Entrepreneurship and Industrialization
- Massive Infrastructural Development and Maintenance
- Promotion of Functional Education and Technological Growth
- Provision of Accessible and Qualitative Health Care and Social Service Delivery
- Rural Development and Community Extension Services

It is equally important to note that the Incoming administration has taken cognizance of the reasons for the failure of previous development programmes in the State, as indicated in the document “Appraisal of Existing High-Level Policy Documents and Guidelines for Fast-Tracking the Implementation of the AKeti Five-Point Agenda Tagged Programme of Change”.

This Sub-Committee could not, within the time-frame given to it and due to the non-availability of the basic data required, prepare a detailed blue-print that will enable the Incoming Administration successfully implement the Agenda.

However, the Sub-Committee considered it necessary, to prepare a guideline and a template of the framework for preparing the blue-print. These are indicated later in the Report.

3.4 Management of State Resources for Effective Implementation of Economic Blueprint:

- The challenges relating to management of resources which hindered the implementation of previous economic blueprints in the State include:

Significant Funding Gap Between Revenue and Expenditure

- Resources are the live wires of any organization or a political system. A recent global base line study on the interlink between development and resources confirmed that

countries with resources coupled with efficient management (Leadership) has the propensity to fast track their social economic development at a pace quicker than those who are less endowed. Planning and Management of Resources are unarguably the indispensable twin key success factors in resource management. Flowing through the economy of Ondo State are four major resources namely; (i) Natural Resources (agriculture, minerals, water etc.) (ii) Human Resources, (iii) Finance and Material Resources

- The propensity of any organization or political system to succeed is usually determined by the quality and quantum of these four elements which are not mutually exclusive. However, the primacy of capital as the *primus inter pares* is being underscored by the fact that it is needed to either acquire or exploit the other resources. Based on the foregoing, it suffices to submit that contemplating social-economic development without substantial and sustainable source of capital is illusory.
- The incontrovertible fact in the public domain and written on the faces of its indigenes is that Ondo state financials are in the dire straits due to a combination of factors not limited to (a) misplacement of priorities, (b) poor financial management, (d) transparency and accountability deficit, (e) over invoicing, (d) inadequate IGR, (e) declined FAAC inflows etc. Despite an N38 billion legacy credit inherited from the previous administration, the state undeservedly locomoted itself into financial doldrums with an External debt profile believed to be in the neighbourhood of N35 billion minimum owed to various financial institutions. If domestic debt comprising (a) outstanding salaries & pensions - N24b, (b) gratuities - N15b (c) other contractual obligations are aggregated, the debt profile should hover around N90 billion. Appendix A.
- From available statistics, Consolidated IGR for 2016 was N7.7 billion. Appendix A. The IGR regrettably does not reflect the revenue potentials of Ondo State notwithstanding our uncompetitive level of development. As an oil producing state with huge potentials to grow internally generated revenue, this is acceptable.

- Due to the activities of the Niger Delta militia, lack of transparency and accountability in hydro carbon lifting, fiscal policy summersault, slump in crude oil price etc National earnings from the oil and gas sector nosedived significantly.
- Total Revenue for Ondo State in 2016, IGR inclusive was N58billion translating to N4.8b monthly average while Total Expenditure stood at N71billion. This indicates a funding gap of N13billion, amounting to a monthly deficit of N1.25billion. A baseline data indicates that if the Incoming Government is to fulfill its obligations, which in anyway is the ideal, a monthly revenue of at least N8 -N9billion will be required, broken down as follows:

RECURRENT EXPENDITURE

- Personnel Cost: N 4b
- Debt Service: N1.5b

CAPITAL EXPENDITURE

- Infrastructure: N1.5b

SPECIAL PROGRAMMES: 1b

This means a monthly funding gap of about N4b would have to be addressed by the Incoming Administration

- **Weak Management of Public Expenditure**

Even when the funding is readily available, proper management of such funds is also required.

Improving State level governance, especially the quality of public expenditure management is critical for the achievement of development objectives and improved service delivery. The weaknesses noticed in the State Public Expenditure Management System include:

- i. Weak Accountability and Transparency Practices**

- Non-Preparation of Financial Statement using Accrual Basis in line with IPSAS;

The Federal Executive Council (FEC) on 28th July, 2010 approved that Nigeria should adopt the provisions of the International Financial Reporting Standards (IFRS) and International Public Sector Accounting Standards (IPSAS) for Private and Public Sectors respectively.

A Road Map for implementation of IPSAS in phases, was approved by the IPSAS Technical Committee of the Federation Accounts Allocation Committee (FAAC), with key dates for compliance by all tiers of Government, in preparation of Financial Statements, as follows:

- a. IPSAS Modified Cash Basis - 1 January, 2014
- b. IPSAS Accrual Basis - 1 January, 2016

Key Objective of IPSAS Implementation

IPSAS aims to improve the quality of general purpose financial reporting by public sector entities, leading to better informed assessments of the resource allocation decisions made by Governments, thereby increasing transparency and accountability as well as good decision making.

Implementation Status in Ondo State

- With support from Ondo State Public Sector Governance Reform and Development Project (ODPSGRDP), PriceWaterHouse (PwC) was engaged to assist in the implementation of IPSAS and Preparation of Financial statements that is IPSAS compliant. A number of activities have followed the appointment of the Consultant, but the fact remains that preparation of Financial Statement using Accrual Basis in line with IPSAS and cut-off date agreed by FAAC may not be feasible in the State, given that key steps such as preparation of fixed assets register, valuation of assets, training of operators and automation of the accounting system is yet to be done.

- Non-Creation of Fixed Asset and Liability Register;
- **Non-Development of standard IPSAS compliant software for Ondo State and Local Governments** e.g. State Integrated Financial Management Information System (SIFMIS) SIFMIS is a one stop integrated solution or tool designed to provide end to end support using IT for management of all aspects of financial management systems. That is, it is a tool developed to support human resource management and payroll, planning and budgeting, transaction processing, accounting, auditing, and reporting on the use of financial resources;

Key Objective of Implementation of SIFMIS in Ondo State

- It will make available a reliable and unified database, which will be shared by all users, and feed all MDAs with the information that they need
- **Scope of Ondo State SIFMIS**

Accounts payable – Processes and generates payments, with built-in checks to ensure invoices match approved commitments.

Accounts receivable – produces bills and processes and records receipts, including all types of inflows received by government units, including nontax revenues and fees.

Cash Management – monitors and forecasts cash flows and financing requirements, and performs reconciliation between bank accounts and SIFMIS records.

Public Sector Budgeting and Commitment control – ensures that before a purchase is committed to, there is sufficient cash allocated for the expense and the allocation matches the appropriated budget.

Budget execution, core accounting and fiscal reporting: These systems perform basic accounting functions, processes for budget execution, monitoring and control, and provide the information required for cash management and to implement cash limits to obtain the status of actual expenditures on ongoing projects.

Human resources and Payroll: for automation of human capital management, in which payroll is linked with nominal roll, employees biometric and other employment data, bank verification number and the e-payment platform

Key Reforms Activities on SIFMIS and Results to Date in Ondo State

- SIFMIS Implementation Structure already set up
- System Analysis, and System Requirements Definition for SIFMIS implementation concluded
- SIFMIS design and architecture already prepared
- Vendor Selection Process for SIFMIS Implementation has reached final stage
- Implementation of SIFMIS to begin before end of 1st quarter of 2017
- Non-linkage of the payroll system to bank verification number
- Non-Publication of State Budget Implementation Performance Report online annually
- Non-publication of audited financial statement

ii. High Ratio of Personnel Expenditure to Capital Expenditure

iii. Weaknesses in Some Key PFM Institutions

- Non-establishment of an Efficiency Unit;
- Non-Passage and implementation of the Public Finance Management Law;
- Weak procurement practices due to non-Passage and implementation of a State Public Procurement Law and Non-application of competitive pricing system using international or federal government price guide for procurement of goods and services;
- Non-Introduction of a system of continuous Audit;
- Inadequate funding of the Office of the State Auditor-General;
- Non-Passage and implementation State Audit Law that will grant functional autonomy;
- Weak Capacity of Accountants and Auditors on the preparation and auditing of Financial Statements based on International Public Sector Accounting Standards;
- Non implementation of e-payment system;
- Non-implementation of treasury single account.

- iv. Un-Sustainable Public Debt Level.
- v. Inadequate Utilization of Strategic Funding

3.5 Actions Required to Address the Challenges

- Improve Planning and Budgeting Process
- Accelerate the preparation and implementation of Long-term, Medium-Term and Short-Term Planning and Budgeting framework **to ensure that the budgets are aligned to the State priorities.**

Implement Zero-Based Budgeting System for the State

- The budget for 2018 should be prepared using the zero-based method, and this practiced should be sustained and institutionalized by including it in the Fiscal Responsibility Law of the State.
- This will require that the capacity of those personnel that will be involved in the budget preparation and implementation process be built-up in zero-budgeting techniques.

Consultation and Participation of wide spectrum of the society in the Planning and

Budgeting Process:

- The Implementing agencies, Traditional Rulers, Representatives of the various Communities, Civil Society Organizations, Trade Groups, the Media, etc. should be consulted to obtain their inputs into the State Development Plans and Budgets.
- The bottom-up approach should be used for such consultation.

Key Tenets of Policy Formulation should be strictly adhered to: The State must evolve a new approach to policy formulation which will ensure that those key tenets highlighted under 3.1.4 above are strictly adhered to.

- **Follow Due Process in Making Plans and Budgets:** Macro-economic Framework and Guidelines must be prepared, approved and disseminated as appropriate

- Base the Guidelines on policy recommendations and views from all segments of the society including the various Government organs, on what the objectives, strategies and priorities of medium term development plan should be.
- Include basic development objectives, policy directions, aspirations and priorities based on the perception of society and government in the Guidelines
- Include, in broad order, the magnitude of resources that are likely to be available for the implementation of programmes and projects in the Guidelines.
- Include in the Macro-Economic Framework Policy Guidelines and Macro-economic Aggregates, Projections and Basic Assumptions such as:

Interest rate

Exchange rate

Inflation rate

Oil production and price

Subjecting the Draft Guidelines to rigorous discussions between the Agency responsible for Budget and Planning Matters and the Executing Agencies.

- Consult widely across sections of the society, including members of the State Assembly, to guaranty and ensure inclusiveness, participatory and bottom-up approach in the planning and budgeting process.
- Submit the Guidelines to the State Executive Council for consideration and approval.
- Issue the Approved Guidelines to all MDAs, together with the Call Circular letters by the agency responsible for Planning and Budgeting matters, requesting them to submit their projects and programmes for the Plan in line with the Guidelines.
- Hold bilateral meetings between the Agency in charge of Budget and Planning and all MDAs to discuss their projects and programmes with a view to admitting them into the Plan.
- Submit the completed State Development Plan containing medium term policies, projects and programmes of all MDAs to the State Executive Council for consideration and approval.

- Transmit the approved State Development Plan to the State Assembly for adoption and use in considering the subsequent Annual Appropriation Bill

Base all Planning activities on evidence and statistical data.

Budget information and coverage must be comprehensive to include:

- Donor-Funded Projects
- Expenditure funded from revenues raised by MDAs and parastatals, which were held at the point of collection and not remitted to the State Treasury (although TSA will partly take care of this)
- Withholdings made by the Federal Government from transfers due to the State (it is usual for the State to record these transfers on net basis ie excluding all withholdings made in lieu of debt service obligations and others.
- Some government establishments being treated as separate entities, whose budgets are not being consolidated in the State budgets. Such entities prepare their budgets separately and may not even present them to the State House of assembly. Under IPSAS, only government business entities who do not rely on the State budget for the resources needed to meet its capital and recurrent commitments, are qualified for such privilege. Anything beyond that requires that their budgets and the Financial Statements be consolidated with that of the State.

Use Call Circulars and Time-tables in preparation Plans and Budget to ensure orderliness in the process.

- There must be strict adherence to the guidelines and timelines contained the call circular and the budget timetable respectively.

Pass and implement faithfully the State Fiscal Responsibility Law

Prepare a detailed Economic Blueprint

- Following the required guidelines and the attached template (Appendix B)- the framework for preparation of an Economic Blue-Print for the State

Publish State Budget online annually

Monitor and Evaluate Budget Implementation performance

The report of such monitoring exercise needs to be published online on quarterly basis given the importance of the publication for the purpose of accountability and transparency.

3.6 Managing The Funding Gap

Against the back ground of acute shortage of revenue, managing the funding gap becomes critical in the context of underwriting or bank rolling the vision of the Incoming Government. The latter must construct A *FISCAL SUSTAIBILITY PLAN* (FSP) geared to achieve the following Strategic Objectives:

i. Increase Internally Generated Revenue

- Set Realistic and Achievable and Measurable targets for BIR and all Revenue Generating MDAS. Internally Generated Revenue (IGR) must grow appreciably but incrementally from a monthly average of N650million to N1billion within the first six months and to N1.2 billion monthly on or before year end 2017. This target is advised based on the level of economic activities, a major determinant of internally generated revenue. **Appointment of a professionally sound and experienced Head of the Board of Internal Revenue is highly recommended.**

To achieve this target the following steps are required;

- Plug all revenue leakages and as much as practicable insists on direct bank lodgments for all payments;
- As a corollary, ODSG should exhibit zero tolerance for receipt counterfeiting, revenue defalcations and all tax related frauds;
- Engage experienced External Tax Consultants to execute six years back duty audit on all corporate bodies;
- Hydro-carbon prospecting companies in Ondo State must be encouraged to show preference for Ondo State in the remittance of PAYE;
- Fund the Board of Internal Revenue Adequately of the BIR;
- Consider both Administrative and Financial Autonomy for the BIR;
- Implement assiduously the World Bank Assisted Project-MODERNISATION OF THE TAX SYSTEM;

- Scientifically and realistically increase revenue targets for revenue generating ministries and agencies and reward outstanding performances;
- Tax education and enlightenment are required to drive compliance, moderate tax payers' reactions/hostilities;
- Intensify revenue collections in every segment;
 - Grow the informal sector by changing the mode of Assessment;
 - Introduce new revenue heads;
 - Enforcement and Monitoring must be supported;
 - Review and expand Tax Payers Data base and
 - Reward and Incentive Scheme must be implemented.
 - *Review all Revenue Laws and Update obsolete Revenue Laws*
 - *Quarterly Revenue Reconciliation Meetings between BIR, RGMDAS, ACCOUNTANT and AUDITOR General Offices respectively.*

ii. Strategic Funding

- Given substantial reduction in fund flows to most states of the federation, Ondo State should beneficially and strategically source funds from external funding agencies through effective collaboration. To tap into this gaping opportunity, a deep knowledge of the internal procedures/workings of the various intervention agencies will be required. Government efforts in this direction to be fruitful must not be perfunctorily but be professionally coordinated, focused and goal oriented. **The Governor's leadership in managing the interface with some of the development partners will be essential.**

Below are some of the Agencies with capacity for Intervention funds.

- ECOLOGICAL FUND
- TERTIARY EDUCATION TRUST FUND TETFUND
- UNITED NATIONS DEVELOPMENT PROJECT
- UBEB

- BANK OF INDUSTRY.
- NIGERIA AGRICULTURE COOPERATIVE BANK
- FOOD AND AGRICULTURE BANK
- AFRICA DEVELOPMENT BANK
- CENTRAL BANK OF NIGERIA
- NIGERIA NATIONAL DEVELOPMENT CORPORATION.
- UNITED NATIONS FOR SCIENTIFIC AND ECONOMIC DEVELOPMENT
 - INFRASTRUCTURE BANK OF PLC. (PPP)
 - GLOBAL INFRASTRUCTURE BANK
 - FRENCH DEVELOPMENT AGENCY
 - BELINDA & BILL GATES FOUNDATION and
 - OTHER DEVELOPMENT PARTNERS.

iii. Rationalise Public Expenditure

- Set limits on personnel expenditure as a share of total budget;
- Capture Biometric of all state's Civil Servants should be carried out and integrated to the payroll along with the Bank verification numbers;
- Establish the Efficiency Unit;
- Pass and Implement the State Procurement Law
- Apply competitive pricing using international or Federal Government price guide
- To improve efficiency and management, consider the privatization of some State owned enterprises;
- Establish Capital Development Account and ensure capital receipts are applied strictly to capital project

iv. Improve Accountability and Transparency

- Introduce a system of continuous Pre-Payment Audit;
- Professionalize the Internal Audit cadre and create an independent career path for the cadre;

- Pass and implement State Audit Law to Grant autonomy to the Office of the Auditor General of the State;
- The Office of the State Auditor-General needs to be adequately funded;
- Implement Public Sector Accounting Standards (IPSAS);
- Prepare Financial Statement using Accrual Basis in line with IPSAS with effect from 2017 financial year;
- Create Fixed Asset and Liability Register;
- Publish Audited Annual Financial Statements within 6 months of financial year end. It may not be difficult to achieve this given the fact that the State has been preparing and submitting its audited financial statements as and when due in the last couple of years. What needs to be done is to get the State Public Finance Management Law passed and the provision on publication of Audited Financial Statement implemented.
- Build Capacity of Accountants and Auditors on the preparation and auditing of IPSAS-Compliant Financial Statement

v. Improve Public Financial Management

- Pass and implement the Public Finance Management law
- Implementation of SIFMIS to begin before end of 1st quarter of 2017
- Implement a centralized Treasury Single Account State wide.
- **Implement E- Payment System State wide: e-payment procedure should be applied to all payments including payments from recurrent funds, capital funds and in respect of all transactions.**

vi. Sustainable Debt Management

At the risk of being immodest, the debt overhang is an existential issue bounds to challenge the incoming Government financial management capacity and creativity. To move the state out of its financial quandary, Government will have to deploy financial wizardry, versatility and creativity. From our prognosis, the problem though herculean is nevertheless surmountable.

- Audit the entire debit stock to ascertain its genuineness or otherwise and determine whether or not they had been incurred in accordance with due process;
- Ascertain the exact debt stock;
- Renegotiate and continue the payment of interest only while deferring the payment of principal as a strategy to free resources for infrastructure development;
- Convert short term facilities to medium and long-term loans.
- Government spending should be prioritized with emphasis on social economic impact;
- Creatively source cheaper finds to replace short and medium term expensive funds by renegotiating both interest and tenure;
- Institutionalize a robust public sector accounting standard and debt management office for judicious, efficient and effective allocation of resources;
- The outstanding Bond Issue which constitutes a significant portion of the debt must be restructured either by Early Retirement or Deferred Payment. Please see Appendix A for details;
- Sustainable debt Management: The goal is to keep State debt and cost at sustainable levels and healthy form;
- Eliminate waste and ensure transparency and accountability in public spending and
- Strengthen budget preparation process and monitoring of both the revenue and expenditure side with equal zeal.

SECTION 4 **CONCLUSION**

The Sub-Committee wish to conclude this report by re-iterating the fact that it takes strong leadership commitment right from the top and an effective change-management arrangement to get the forgoing actions implemented successfully. We have no doubt that the Incoming Governor has what it takes to get things done as required.

We can only wish him the best of luck as he faces the arduous task ahead.