



SEYI 
MAKINDE

OYO STATE

**ROADMAP FOR
ACCELERATED
DEVELOPMENT
2019 - 2023**

Seyi Makinde Campaign Organisation

Oyo State Roadmap for Accelerated Development, 2019-2023

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Introduction

Oyo State is an inland state in south-western Nigeria, with its capital at Ibadan. The state is bounded in the north by Kwara State, in the east by Osun State, in the south by Ogun State and in the west, partly by Ogun State and partly by the Republic of Benin. The economy of Oyo State is based primarily on agriculture, with a world class potential. Agricultural products include yams, corn (maize), cassava, beans, millet, plantains, tobacco, cacao, palm oil and palm kernels, cotton, kola nuts, indigo, and fruits.



The state is also noted for its cottage industries, consisting of cotton spinning, weaving, dyeing, leatherworking (sheep and goat skins), wood carving, and mat making. Industries in Oyo State include food and beverages, brewery, publishing, tobacco-processing, wood- and steel-furniture, among others. Oyo State is a peaceful state, reputable for its hospitality and good neighbourliness. The state is also blessed with a lot of natural resources (solid minerals, vast arable land, good weather condition and water). However, little or no effort has been made to explore these abundant resources.

Currently, Oyo State resources have been badly managed in the last seven and a half years. With an average of N1.8bn from Internally Generated Revenue (IGR) every month and a record debt profile of over N130bn, it is not asking for too much for government to have eliminated the preponderance of the debt owed particularly to the vulnerable citizens. Also, the current poverty rate is about 24.9 percent according to the Nigerian Poverty Statistics and Poverty Rate document.

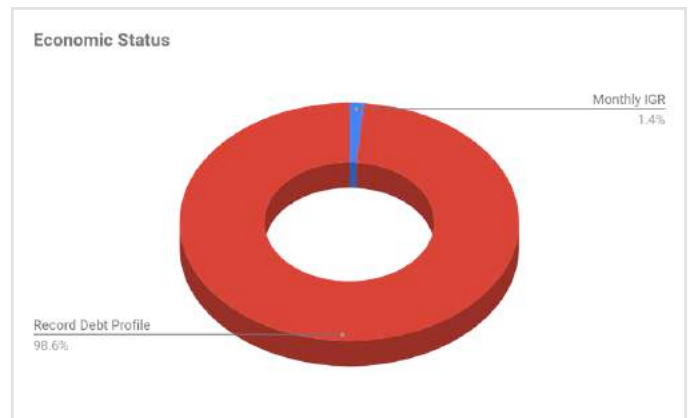


Chart illustrating economic status of Oyo State in the last 7 ½ years

Similarly, other critical sectors in the state such as infrastructure, education and health are witnessing dwindling performances. Hence, Oyo State which used to be Nigeria's pacesetter state, a role model for other states in Nigeria, has today lost this enviable position as a result of its relative performance in various indices of politics, economy and welfare over the last seven years.

Some of the challenges that make Oyo State lag behind other states include: subsistence agriculture which accounts for about 70%

of total employment, while the civil service accounts for the bulk of paid employment. There is no virile private sector which when combined with low level of investment has made Oyo State underdeveloped. There is a high cost of doing business, unstable fiscal policies, bureaucratic bottlenecks, inadequate publicity of investment opportunities in the state. Other challenges include, low factor productivity in the agricultural sector with output varying widely with the vagaries of the weather, and the dominance of the informal sector activities such as petty trading, transportation, local art and craft, subsistence farming and low-scale animal production, among other factors.

The purpose of this plan is to present before you some thoughts on the future course of our beloved state, and how we plan to improve the fortune of the state when we take over the mantle of leadership in the state in 2019. This is grounded on the need to reposition Oyo State as the pacesetter and focus on achieving sustainable development. The action plan identifies the potential risks and bottlenecks and their possible solutions in order to mobilize efforts in a focused manner. Hence, this document clearly describes our desires, aspirations and a common vision for Oyo State's future. Given our commitment to development, the analysis carried out gives projections of Oyo State between 2019 and 2023 in the best case scenario in various important sectors and also identifies nodal points of Oyo State's prosperity.

The primary rationale for our decision to seek election to govern Oyo State is to provide solutions to public policy problems that have needlessly bedevilled the state. As a result, we have resolved to intervene in some strategic areas of agriculture, education, health, infrastructure, and security in order to make a meaningful impact in the lives of Oyo State citizens within the shortest possible period. This is because governance, especially in our

own society where there is little or no social security, must have a human face. Our firm belief is that Oyo State has the opportunity to regain her lost glory in Nigeria over the next four years with your support. Entrusting Seyi Makinde with the mandate of governance in the 2019 governorship election will result in a realisation of our individual and collective potentials.

Oyo State must be a state that is fully developed along all these dimensions: economically, politically, socially, psychologically and culturally. We must be fully developed in terms of state unity, social justice, political stability, system of government, quality of life, social values, as well as state pride and confidence. Oyo State must be positioned as a truly national player. The overall aspirations and target of our administration is to transform Oyo State into a top economy in Nigeria to reflect a state where government works for the welfare of its citizens and residents. The major policy thrust is to revitalise the economy of the state and maximise the exploitation of the various potentials of the state to create wealth, cultivate the private sector and alleviate poverty. Our desire is therefore to make Oyo State:

The centre of agriculture and agro-processing in Nigeria.

The hub of the investment destination in Nigeria.

One of the major contributors of non-oil exports in Nigeria.

Achieve a productive industrial base for Nigeria.

SECTORAL ISSUES



Agriculture and Food Security



Introduction

The agriculture sector remains the mainstay of Oyo State's economy. It remains a resilient sustainer of the populace with potential to reduce significantly, the high unemployment situation in the country more than any other sectors. The sustainability of the state's economy with inclusive growth can be achieved through the genuine development of the agricultural sector. However, the contribution of the sector has been on the decline over the years. The state falls into the Rain Forest and Guinea Savannah vegetation zones and this makes it possible to produce a wide range of agricultural commodities.

Crop production constitutes the most important sub-sector of agriculture, providing food crops (rice, yam, cassava, millet, vegetables, and sorghum, among others) and principal export crops (cocoa, cotton, groundnut, and palm oil products). The crop subsector is generally populated by small scale farmers who cultivate less than 2ha and characterized by low productivity and the use of simple farm tools (cutlass and hoe) as well as adoption of old farming methods. In addition, the state is blessed with livestock (large and small ruminants and monogastric animals), aquaculture fisheries (the largest in the country), and forest resources (Table 1).

	Produce	Agro ecology	Number of LGAs Producing
Arable Crops	Cassava, Maize, Yam, Cocoyam, Rice, Sugar cane, Cassava, Yam, Soybean, Sorghum, Groundnut, Melon	Forest Zone, and Derived Savannah zone	28
Trees	Cocoa, Kola nut, Oil Palm, Cashew, Coffee, and Coconut	Forest Zone, and Derived Savannah zone	28
Fruits	Citrus, Banana, Pineapple, Guava, Pawpaw, Plantain, Mango,	Forest Zone, and Derived Savannah zone	28
Vegetables	Tomato, Pepper, Egg plant, Bitter leaf, Spinach, Cochorus (Ewedu), Okra, Telferia (Fluted Pumpkin leaves), Cucumber.	Derived Savannah zone	28
Wild Economic Tree	African Mango, African Star Apple, Walnut, African Shea Tree, Locust Bean, Jatropha.	Forest Zone, and Derived Savannah Zone	28
Livestock	Poultry(Broilers,Layers, Cockerels, Ducks, Turkeys) Cattle, Sheep, Goat, Pig, Rabbit	Forest Zone, and Derived Savannah Zone	33
Fisheries	Fingerlings, Table Fish (Clarias, Tilapia and Heterotis)	Forest Zone, and Derived Savannah Zone	33
Others	Bee keeping, Snailery, Mulberry(sericulture)	Forest Zone, and Derived Savannah Zone	33

Table 1 illustrating agricultural commodities/enterprises thriving in Oyo State

The sector has several untapped potential for growth and development in terms of availability of land, water, labour and the state's large population which favours internal markets. For example, the diverse and rich vegetation that can support crop and livestock population as well as the potential for irrigation.

However, despite the existence of high potentials for market-oriented agricultural production, farming activities in state have been locked down mainly for subsistence by the present administration. It has therefore been very difficult for the sector to play its expected role in the economic growth of the country.

Due to the underperformance of the Oyo State agricultural sector relative to the ambitious targets set by government, hard questions are being asked about the quantity and quality of public expenditure in agriculture, as well as about the appropriateness of the institutional environment in which public expenditure decisions are made.

Forest Reserves

Oyo State is endowed with nine forest reserves made up of about 342,466.11 hectares. These forest reserves serve as a source of timber and non-timber forest products. But with the high rate of deforestation in the country, this resource may be threatened.

In addition, there is the yearly tree planting campaign by the government. But there is no adequate follow-up/monitoring for success.

Fishery

There are a total of 4 fish estates in the

state with the total area of 66 hectares. But these estates, which ideally are supposed to be production, standardization and training centres are not functioning due to inadequate funding for the fisheries sub-sector. These estates were supposed to produce broodstock and even fish seed for the farmers.

Farm Settlements

The 9 farm settlements located in Ido, Ilora, Ijaiye, Ogbomoso, Iresadu, Eruwa, Ipapo, Lalupon and Akufo have a total of 18,381.13 hectares of farmland for agriculture. These are potential assets that could further help the state to produce more agricultural commodities.

However, the current state of facilities on the farm settlements is not encouraging. For instance, only three of such farm settlements have their roads graded and the supply of electricity to them is poor. There are no recreational facilities on the sites and where available, they are in poor maintenance state. All of these have reduced the number of young farmers wanting to make a livelihood in agriculture.

Given the need to achieve competitiveness in the state, our strategic initiatives will also include agro-processing. Agro-processing can broadly be described as postharvest activities involved in the transformation, preservation and preparation of agricultural production for intermediary or final consumption.

The sub-sector generates employment opportunities for different types of skills through food processing, packaging, storing, transporting, grading and distribution. Expressed differently, agro-processing industry is a subset of manufacturing that processes raw materials and intermediate products derived from the agricultural sector.

Thus, the subsector means transforming products that originate from agriculture, forestry and fisheries. Processing of farm products offers great scope for conversion of farm produce to consumer commodities and in the process, reduces wastage, and increases shelf-life. This of course would result in value addition and higher income transfer to the farmers from different classes of consumers, as the processed commodities have wider markets.

This is because agro-processing inspires the virtuous cycle of increased agricultural productivity, industrialisation in the value chain, sustainable growth in the export of secondary agricultural products, creation of domestic employment, and poverty reduction. In Oyo State, agro-processing industry is still grossly underdeveloped and even neglected.

Consequently, our policy intervention intends to look beyond the normal focus of input and output relationship, and delve refreshingly into the provision and management of other factors that affect the input and output variables in agricultural strategy in Oyo State.

Our initiatives will ensure an integrated solution based framework which is focused on assisting farmers through low interest credit intervention, technical support to enhance the expertise to produce, provision of subsidised warehousing, rural infrastructure, farm access roads in the rural areas (not glittering show offish urban roads), agricultural research and extension services, adequate irrigation services and regulated marketing outlets.

In addition, the initiatives will cover the critical stakeholders such as regulators, domestic and imported inputs suppliers, the processors, traders, consumers and incentives

providers in the agricultural processing.

Policy Thrust

The policy thrust is to improve the productivity of farmers in Oyo State by strengthening production in areas where the state has comparative advantage for commercial agriculture and link production to markets. In addition, the thrust is to improve the agro-processing activities in the state.

The Challenges

The food crisis being experienced across the country with the inclusion of Oyo State manifests in the increased imports of commodities that the state has capacity to produce in abundance or has local substitutes.

Oyo State has neglected the food items in which it has competitive advantage and has become heavily reliant on imported food items. Consequently, the opportunities offered by farming and agro-allied ventures are yet to be tapped.

Major Reason for the Backwardness in Agriculture in Oyo State

The challenges facing agriculture by the 3 major sub-sectors have been identified to include:

Arable and Cash Crops

- a. Ageing farmers.
- b. Obsolete and weak agricultural/agronomic practices.
- c. Illiteracy.
- d. Small farm holdings.
- e. Decrease in agricultural farm land due to urbanization, deforestation and restrictive land tenure system.
- f. Inadequate access to credit facilities.

- g. Inadequate rural infrastructure.
- h. Poor dissemination of agricultural information from universities and agricultural research institutes to the farmers.
- i. Poor agricultural extension services.
- j. Inadequate productivity enhancing innovations from the research institutes.
- k. Fluctuation in the prices of agricultural products.
- l. Problem of transportation.
- m. Problem of processing.
- n. Challenges of preservation/storage.
- o. Challenges of being linked to the market due to the problem of middlemen.
- p. Inconsistent government policies.
- q. Inadequate number and quality of extension workers and demonstration plots.
- r. Rural-urban migration due to absence of basic social infrastructure in rural areas; resulting in depletion of labour for agricultural activity.

Forestry

- a. Reluctance of private individuals to invest in forest plantation establishment due to long gestation period.

- b. Poor access to credit facilities for tree planting.
- c. Illegal tree felling.
- d. Post-harvest maintenance operations.

Aquaculture and artisanal fisheries

- a. High cost of fish feeds and fishing inputs.
- b. Inadequate credit facilities to fish farmers.
- c. Lack of access to viable fish feeds.
- d. Lack of fish standardization.
- e. Unavailability of central fish market.
- f. Unregulated fishing activities, weed invasion and siltation of lakes.
- g. Non adherence to best management practice.

Agro Processing and Commodities Value Chains

Although a lot of agricultural commodities are produced in Oyo State as enumerated earlier in Table 1, our government will prioritize the conditions for the investments in those commodities that the state has comparative advantage producing, in line with the Agricultural Transformation Agenda (ATA). This ATA is aimed at growing food, providing employment and creating wealth. These commodities include the following:

Commodities	Products	Factory	Farming arrangement
Cassava Tuber	Food: high quality Gari, odourless fufu, Cassava flour, and Tapioca	Food and Beverage factory	Contract farming and forward and backward linkages
	High Quality Cassava Flour (HQCF)	Flour Mill, Feed Mill, Bakeries, Pastries	Contract farming and forward and backward linkages
	Cassava Chips and Pasta	Flour Mills and Feed Mills	Contract farming and forward and backward linkages
	Fuel ethanol (E10) and alcohol	Chemical factory, vehicle fuel refineries.	Contract farming and forward and backward linkages
	Starch, Paper and textile: control ink, consumption and ensure print quality and durability, Adhesives: Glues, Paper, Tapes Labels, Stamps and envelope gums.	Textiles and paper mills and packaging factories	Contract farming and forward and backward linkages

Commodities	Products	Factory	Farming arrangement
Cassava Tuber	Confectionery : Sweet, gums Sweeteners and Seasonings, Glucose syrup Pharmaceutical: Tablet binder and filler.	Food and Beverages, Pharmaceutical	Contract farming and forward and backward linkages
Yam tuber	Poundo Yam, High Quality Yam Flour, Yam Chips, Ware Yam, Yam minisett (seed yam) Yam for Export	Food processing factory	Contract farming and forward and backward linkages
Plantain	Plantain Chips , Plantain Flour, Plantain Flakes	Food processing factory	Contract farming and forward and backward linkages
Maize	Corn flakes, Semovita Custard, and Corn flour, Seeds, Corn flour, Maize offal, local consumption, Corn starch, Livestock feed, Corn grains.	Food processing factory	Contract farming and forward and backward linkages
Rice	Rice and rice-based meals such as weaning formula for children, Paddy rice, High quality rice flour, Rice bran/offals, Polished rice grains	Food processing factory	Contract farming and forward and backward linkages
Cocoa Beans	Cocoa Powder, Cocoa Butter, Cocoa Cake, Cocoa wine, Soap, Livestock Feed. Cocoa bread, Cocoa butter, Chocolate, Cocoa wine, Cocoa powder, Cocoa detergent, Cocoa beverage, Cocoa beans, Cocoa toilet soap	Beverage factory	Contract farming and forward and backward linkages
Cocoa Beans	Soya milk, Soya Cheese, Baby food, Soya seasoning, Livestock feed supplement	Food beverage Factory and Feed Mill	Contract farming and forward and backward linkages
Livestock	Frozen Meat, Dry roasted meat	Livestock processing factory	Contract farming and forward and backward linkages
Poultry	High grade eggs, Culled layer, Baked egg, Egg powder, Frozen chicken, Organic fertilizer.	Livestock processing factory	Contract farming and forward and backward linkages
Fisheries	Frozen Fish, Dry roasted fish, and fish meal, Fish fillets, Fried fish, Smoked and Grilled fish, Canned fish, Fish meal, Fish pepper soup, Fresh fish, Stock fish	Fish processing Factory and livestock and fish feed mill	Contract farming and forward and backward linkages
Forest	Wood billet, Newspaper, Print, Match stick, Electric poles, Wooden Board, Planks, Mushroom, Honey and other non-timber forest products	Sawmills, paper mills, Pharmaceutical companies etc.	Contract farming and forward and backward linkages
Teak/Gmelina	Global warming mitigation, Timber, Land reclamation, Weather amelioration.	Sawmills, paper mills etc	Contract farming and forward and backward linkages
Teak/Gmelina	Pepper puree, Pepper seed, Spices, Dried pepper powder	Food processing factory	Contract farming and forward and backward linkages
Cowpea	Local consumption, bean flour	Food processing factory	Contract farming and forward and backward linkages
Cotton	Textiles, Lint, threads, Cotton seed cake, Cotton seed, Cotton oil.	Textiles, vegetable oil factory.	Contract farming and forward and backward linkages

Table 2 illustrating agriculture value chains in Oyo State

Government will have to determine which are of priority to the people and focus on them through a system of supervised adoption of improved seed/seedling and use of fertilizers and feeds that are yield increasing. The value chain analysis will be employed to enhance the spread of the agro processing opportunities across the state.

Proposed Solutions and Interventions

The solutions to the problems of agriculture are many and include the following:

Arable and Cash Crops

1. Provision of rural infrastructure, e.g. rural and farm settlements roads, market stalls, provision of 4-wheel pick-up vans for transportation.
2. Availability and timely supply of inputs; land clearing, tractorisation, fertilizer, improved seeds, seedlings, cassava stem cuttings and agrochemicals.
3. Provision of timely credit to farmers at single digit interest rates.
4. Improved agronomic practices through enhanced extension services.
5. Update by end-users of farm produce e.g. factories, plants, local consumption, and export opportunities.
6. Establishment of buyback mechanism of grains as buffer stock and as a means of last resort.
7. Link up the farmers with private sector processors through well-established contract farming arrangements that will prevent side selling and buying.
8. Provision of silos at the four (4) agricultural zones to support buyback.
9. Upgrading of all the agricultural farm settlements to attract youths to agricultural practices.
10. Expansion of the existing Schools' Agricultural Programme in secondary schools in the state as a form of Catch Them Young to agricultural enterprises.

11. Youth Empowerment in Agriculture Programme.
12. Encouraging dry season vegetable farming along various dams in the state.
13. Provision of conducive environment for the operation of both local and foreign investors; especially roads, electricity and water for production and agricultural processing.
14. Establishment of agricultural crops processing centres with indigenous technology.
15. Establishment of livestock villages e. g. poultry, pig and fish villages in agricultural zones of the state.
16. Developing a policy framework that is gender and socially inclusive to promote land management and tenure systems for agricultural purposes.
17. Taking measures to ensure access to land and conserve land for good agricultural practices, including for women and marginalised groups.
18. Provision of agricultural extension services.
19. Deploying strategies to open land area with Sustainable Land Management (SLM) practices.
20. Certification of service providers and establishment of price information systems.
21. Establishment of a workable agricultural credit and insurance systems.

Forestry

1. Production and free distribution of tree seedlings.
2. Establishment of seed orchards.
3. Formation of Tree Planters Association in the state.
4. Promotion of Agro forestry via a Programme tagged Community Participation in Forestry Management.

5. Improved silvicultural practices.

Fisheries

1. Encourage and empower youths and women in fish rearing and modern fish value addition.
2. Timely supply of subsidized fishing inputs.
3. Upgrading of government fish farms to be able to embark on generally virile broodstock bank operation to service fish hatcheries operators within their domain, and also serve as a model farm for training of potential and existing fish farmers.
4. Enactment of laws and regulations to sanitize the industry for improved fish production and revenue generation for the State Government.

Define Limits of Operation with Timelines

1. Opening and maintenance of rural feeder and farm settlement roads (short term, less than 9 months).
2. Establishment of cottage industries in commodities clustered areas (P.P.P.).
3. Cassava products processing plants (long term, 4 years).
4. Fruit processing plants [short term if linked with existing processors (1 year) but medium to long term if new off-takers will be brought in].
5. Meat processing industries (long term, close to 4 years).
6. Modern central fish market (short term, 1 year).
7. Agricultural training centre for youths at farm mechanization (short term, 1 year through the collaboration with the educational and agricultural research institutions in the state).
8. Expansion of School Agricultural Programmes (short term, 6-12 months).
9. Small scale irrigation schemes for farms on existing dams in the 4

agricultural zones (short term, 1 year).

10. Possible collaboration with the Federal Government on the use of the silos in the state (short term, 1 year).

In concluding this section on interventions, we have identified that poor agricultural productivity is the main problem while other issues are secondary in Oyo State.

One thing that will be done on assumption of office (to create quick effect) is to mobilize small farmers for action by supporting them with these agricultural inputs while training them on the timely use of such inputs at the required quantities.

Beyond training, small experimental plots on farmers' farmlands will be utilized per village to let the farmers see the difference between their own practice and the improved practice first-hand. Farmers who are resident in villages will be identified and their farms used as demonstrations farms for others to emulate.

This approach requires that experts closely monitor the whole processes. These experts will be sourced from the large pool of resources that abound in the state especially from the agricultural research institutes, universities, and the civil service among other sources.

Simultaneously, there will be concerted efforts to link farmers with the markets through a whole wide range of approaches such as:

- a. Ensuring that the farmers actually have access to subsidized inputs (fertilizers, improved seeds, tractor hiring etc). This means that the list of registered farmers in the state must be validated and updated to weed out fake farmers' names and register authentic ones, with the GPS of their farms adequately recorded to prevent multiple use of a particular farm land by many fictitious farmers. In addition, the State Government can complement the efforts of the Federal

Government in the supply of subsidized inputs. (Short term, 1 year and continuous).

b. Contract farming to ensure a linkage of farmers with already established processing plants in the state and neighbouring states. This will be done to prevent underground buying and selling. (Short to medium term 1-3 years).

c. Linking some farmers with the Staple Crop Processing Zones closest to them in order to take advantage of the existing markets for the farmers' products in those zones. (Continuous from day one in office).

d. Linking up the state with the Fadama AF so that some farmer groups can benefit from the grant already provided by the Federal Government to states to produce food. This calls for the full monitoring of activities of the state Fadama Coordinating Office to make the best use of such funds which will be available for the farmers. Currently, the Oyo State Fadama has facilitators which we can depend upon by retraining them as demonstrators for the farmers in the small demonstration plots, so as to convince the farmers of the need to adopt new and improved cultural operations for their farming. This will facilitate the imbibing of best management practices. (Immediate short term on assumption of office, 3 months).

e. Provision of adequate agricultural extension services by making the living conditions in the agricultural production sites conducive through the provision of rural infrastructure such as electricity, health facilities, potable water, and good roads, among others. (For road grading and water supply, short term; 1 year. For electricity, health facilities, medium term).

f. Prepare a backup framework for acting as buyers of last resort in case of market failure. (Medium term, 2 years).

g. Adequate and sustainable irrigation

infrastructure strategy. (4 years).

h. Also, in the medium term framework, young agropreneurs will be encouraged to take up farming by revitalizing the farm settlements in the state to accommodate these youths. At such farm settlements, farmers will have access to basic amenities especially primary schools for the education of their children, good housing, roads, stable electricity and linking the farmers to subsidized input markets and off takers. (Medium term, 3 years).

i. The government will make adequate credit accessible to farmers and agro-entrepreneurs. They will be assisted with a take-off loan which must be repaid at a specified but convenient rate and time period for the youths. The credit for the generality of the farmers will be designed in a manner that repayment is not cumbersome. (Short term, 1 year).

The Songhai-Project Investment Model

This strategy is named after a private-sector-operated agricultural project in Porto Novo, Benin Republic. It involves the identification and use of really dedicated and knowledgeable agricultural investors to establish integrated, resource-recycling, multi-enterprise farm facilities/centers in the state for short-term training of different commodity farmers.

After completing their training, these farmers then set up and/or operate their own agro-enterprises with the understanding that they can sell their produce (raw, processed, or semi-processed) through these centers.

The idea is to encourage young agriculture graduates from the many universities to set up on their own enterprise after a one - two months practical attachment to any of these farm facilities. The success of this strategy would depend on the provision of microcredit to these young farmers on completion of their attachment.



The assured market for the products of the young farmers through the state-wide marketing facilities that will be established under the strategy, should provide a means of reducing graduate unemployment while also ensuring increased food production and national food security.

The Cooperative Enterprise

This strategy is recommended purely for areas where there is a spirit of natural cooperation exhibited among certain commodity farmers.

The strategy requires the members forming and registering an association, through which they establish simple, jointly owned, and low-scale cassava processing and marketing facilities for their produce.

The members could also use it to purchase farm inputs at reduced prices through quantity discounting. Where it is established, the cooperative strategy could become a powerful force for ensuring effective low-scale processing and distribution of farmer members' produce.

Adequate Monitoring and Quality Control in all the Sectors

In order to achieve the required results, we will start with the logical framework analysis of the activities; inputs, outputs, outcomes and impact that such projects would generate.

This will be done intervention by intervention so that performance indicators with targets can be set for the various items (inputs, outputs, outcomes and impact).

This will make the process of the monitoring and evaluation to be convenient under the specified timelines for each milestone.

This is expected to enhance the feasibility of achieving the milestones. Without a logical framework of projects, it will be difficult if not unwieldy to monitor implementation of projects in all the sectors. With the log frame in place, there will be two layers of monitoring; internal and external.

The implementers will undertake internal monitoring. External monitoring will be by those outside the implementing agency who will come at defined time periods on a regular basis to monitor activities.

Healthcare



Introduction

Health is wealth

It is well known that government plays an important role in the healthcare sector. The role of government is to steer the overall healthcare development by designing health care policies and programmes, securing essential public health functions and regulating the delivery of healthcare services.

This is expected to ensure that citizens of the state have a high standard of living while mortality and morbidity rates are kept low. The government has recognised that it must continue to invest in healthcare and social welfare.

Reasons for this include the fact that good health and well being is Goal 3 of the sustainable development goals (SDGs). This implies that the healthcare sector occupies almost half of the global efforts at eradicating poverty.

Any serious administration should not feel comfortable leaving the healthcare sector in a lurch as it is under the current administration. This present government has no clear healthcare policies geared towards the citizenry. This is complicated by the dilapidated hospitals facilities and unmotivated staff that require urgent interventions. With the poor budgetary allocation to the healthcare sector, this current administration has shown a morbid distaste for factors that can bring about better health conditions to the poor citizens while more attention is given to contracts induced infrastructural projects. The dire state of funding in the healthcare sector and the inefficient delivery of services calls for drastic measures on the part of the government and this can be realised through the implementation of reforms in this sector.

Healthcare sector reform can be defined as a sustained, purposeful change to improve the efficiency, equity and effectiveness of the healthcare sector. The **World Health Organization (WHO)** defined healthcare sector reform as a sustained process of fundamental change in policy and institutional arrangements of the healthcare sector, usually guided by the government. It is designed to improve the functioning and performance of the healthcare sector and ultimately the health status of the people. Reform strategies include:

- i. Alternative financing (user-fees, health insurance, community financing, private sector investment);
- ii. Institutional management (autonomy to hospitals, monitoring and management by local government agencies, contracting);
- iii. Public sector reforms (civil service reforms, capacity building, productivity improvement); and
- iv. Collaboration with the private sector (public/private partnerships, joint ventures).

Partnership with the private sector has emerged as a new avenue of reforms, in part due to resource constraints in the public sector of governments across the world. There is a growing realisation that given their respective strengths and weaknesses, neither the Oyo State government nor the private sector can operate alone in the best interest of the healthcare system.

There is also a growing belief that Oyo State government and the private sector in healthcare can potentially gain from one another. Involvement of the private sector is, in part, linked to the wider belief that market mechanisms will likely promote efficiency and ensure cost effective, good quality services. Another perspective is linked to the notion that

the public sector must reorient its dual role of financing and provision of services because of its increasing inability on both fronts. Under partnerships, Oyo State government and the private sector can play innovative roles in financing and providing healthcare services.

Collaborating with the private sector and fostering a partnership for providing healthcare services to the underserved sections of the population is particularly critical in the Oyo State context. Due to the deficiencies in the public sector healthcare systems, the poor citizens in Oyo State are forced to seek services from the private sector, often borrowing to pay for them. There is a very high level of private out of pocket financing among the poor in the state. Such a mode of financing imposes debilitating effects on the poor.

Consequently, hospitalization or chronic illnesses often lead to liquidation of assets or indebtedness among the poor.

The scope of the partnership initiatives in the healthcare sector spans from disease surveillance; purchase and distribution of drugs in bulk; contracting specialists for high risk pregnancies; disease control programs; social marketing; adoption and management of primary health centers; co-location of private facilities (blood banks, pharmacy) ; subsidies and duty exemptions; joint ventures; contracting out; medical education and training; engaging private sector consultants; pay clinics; discount vouchers; self-regulation; R&D investments; telemedicine; healthcare cooperatives; and accreditation.

The adoption of these partnership frameworks that exist in the healthcare sector could help in ameliorating the problem of poor healthcare services delivery at two levels in Oyo State:

- a. to improve delivery mechanisms and,
- b. to increase mobilization of resources for healthcare.

Given these set of challenges, our administration will ensure that adequate

financing goes to the healthcare sector under a well-coordinated, efficient policy framework that also prevents neo-natal mortality (deaths of an infant within the first 27 days of life), post neonatal mortality (deaths of an infant between 28 and 364 days), and child mortality (the number of infants dying before reaching five years of age, per 1,000 live births).

According to United Nations Development Programme (2016), the current situation in Oyo State in which the neo-natal mortality rate is 42 per 1,000 live births, under 5 mortality rate is 73 per 1,000 live births, infant mortality rate is 59 per 1,000 live births and maternal mortality rate of 148 per 1,000 live births is clearly not acceptable.

In addition, our government will ensure that we stop in its totality, the exodus of healthcare professionals and also deploy necessary and effective health intervention to the rural communities using the best strategic framework of delivery.

Policy Thrust

The policy thrust is to provide and sustain the availability, accessibility and affordability of required healthcare services to the vast majority of people who need it the most.

The Challenges

Politicians have viewed healthcare as a consumer service with little political payback. Local governments have only built deficient new infrastructure rather than building on and strengthening existing ones for healthcare delivery.

They have also not involved local communities in their management. Primary health care centres have become shops without the required equipment and with deficient structures; erratic provision of essential drugs and non-available skilled and appropriate manpower.

The conditions in many of these centres outside

Ibadan are inhumane. Currently, Oyo State has the following human capital arrangements:

1. Medical Officers of Health/ Primary Health Care Coordinators in all the Local Government Areas (LGAs) of the state.
2. Ward Development Committee at the Primary Health Care (PHC) level.
3. PHC facilities and personnel in all LGAs to some extent.
4. Tertiary health care facilities to provide technical assistance and back up support to primary and secondary health care facilities.

If future health plans build on these existing time tested structures following extensive evaluation of the current health system, the supposed elusive 'health for all' aspiration of Oyo State will be achieved.

Proposed Strategies

Two concepts are crucial to achieving the policy thrust of the government, which are:

1. Primary Health Care
2. Health Insurance Scheme

Primary Health Care

This is the scientifically sound and socially acceptable essential care required by the vast majority of people in a country - with their full participation - at a cost the individual, family, community and country (including states and local governments) can afford to sustain and maintain at every level of their development, in the spirit of self-reliance.

The concept of PHC will ensure that the vast majority of Oyo State indigenes and residents, irrespective of where they reside and what they do, can receive their desired essential healthcare needs.

Health Insurance Scheme

Health insurance principally ensures that people who require healthcare services can access the services at any time, whether or not they have money at the time. By the pooling of resources, everyone has access to healthcare when they need it. It also ensures availability of resources to obtain required equipment and amenities for health in a sustainable manner.

Implementation

The implementation plan as shown in the table below is designed under a short-term plan of two years. This way, the people of Oyo State will see the benefits of the blueprint quickly.

Timeline (Months)	Gaps	Action Point	Strategy	Justification
3	Non functional Ward Development Committees (WDCs) and Facility Development Committees (FDCs) in PHC and Secondary Health Care (SHC) respectively.	Evaluation of WDC and FDC participation in decision making, implementation and evaluation of programs at PHC and SHC levels respectively.	Review of annual reports and survey of selected PHCs to assess the level of participation of WDCs and FDCs in PHC and SHC.	To determine level of functionality, assess the constitution of the committees, and determine factors that limit their functionality.
		Assessment of PHCs and SHCs to determine level of functionality, and to undertake a facility inventory	On the spot assessment of existing facilities. Mapping of such facilities using GIS. Assessment of facilities for availability of minimum components for health service provision.	To determine which PHC and SHC are functional, and those that require upgrading and the extent of upgrade required.

Timeline (Months)	Gaps	Action Point	Strategy	Justification
3	Poor linkage between PHC and SHC.	Assessment of existing linkage structure between PHC and SHC. Assessment of equipment and resources that will facilitate linkage.	Survey to determine referral SHC facilities of functional PHCs and minimum requirements at PHC and SHC Desk review/survey PHC and SHC documents GPS mapping of PHCs and SHCs in each LGA.	This will help identify factors militating against a functional referral system This will provide means of developing a sustainable system driven by a two-way referral system.
6	Non Functional WDC and FDC.	Community-driven constitution of WDC and FDC.	Use of existing non-partisan community structures to select community members who will be members of WDC at PHC and Selection of members of catchment area wards in the constitution of FDC.	This will ensure appropriate decision making towards facility rehabilitation.

Table 1: Existing Gaps and Activities for Creating an Enabling Environment for Strategies to Work

Specific Interventions

Primary Healthcare

Justification

In the first two years of our administration, no new healthcare facility will be built. The focus will be to upgrade the existing structures

Resources which would have been used for new capital projects can be utilized in providing equipment, materials, amenities and drugs that will aid diagnosis and treatment

In the first two years, all primary health care centres shall have the minimum package essential for the running of such facilities

The minimum package will ensure that essential care can be provided seamlessly and continuously. It will also ensure improved utilization of the facilities and therefore reduce morbidity and mortality

In the first year, the existing Ward Development Committees (WDC) will be fully integrated in the planning, implementation and evaluation of healthcare service provision in the spirit of community participation

This will confer ownership of the PHC facilities and therefore sustainability on the members of the community where they are located. It would also build community trust in the healthcare services and the government in power

Strategy for Health Insurance Scheme

In Oyo State, there is a vibrant and diversified array of associations which members of the different communities belong to. Although some are informal, they all have a structured administrative system. These associations provide some benefits; social or otherwise to their members, and members in return, have obligations (including financial) to the association.

The strategy for health insurance will therefore leverage on these existing structures and that of the National Health Insurance Scheme (NHIS) thus:

Primary Healthcare

Justification

In the first six months, a needs assessment will be conducted to identify the various organisations as well as their willingness to participate in a health insurance scheme	This will ensure community involvement and ownership from the outset. It will also help to develop the healthcare plans and contributions of community members which are tailored to their needs and which they can sustain
By the end of the first year, some pilot community-based health insurance (CBHI) schemes would have commenced in at least four LGAs in each senatorial zone. By the second year, this will be scaled up to other LGAs. This CBHI scheme will be initially provided through the PHC facilities	This gradual roll out will help to identify existing gaps to proper planning, implementation and evaluation of CBHI scheme so as to amend such gaps. Starting with PHCs will ensure that the vast majority can access essential health care
By the beginning of the second year, all workers under the employment of the Oyo State Government will also be enrolled into a state-oriented health insurance scheme in collaboration with the NHIS	This way, funds will be generated by the state to ensure sustained provision of healthcare services and reduce dependence on the budget for healthcare from state allocation of the derivation funds

NOTE: This however does not justify reduction or removal of budgetary allocation to healthcare, rather the funds allocated to healthcare can be considered to be state contribution to the health insurance scheme. It can also be used as seed grants to upgrade existing facilities, provide diagnostic and therapeutic equipment including drugs.

Other Supportive Initiatives

While the focus will be on PHCs, existing secondary health facilities will be upgraded and refurbished to serve as alternatives to the PHCs for priority health interventions. This will be done using a hub and spoke concept where selected PHCs will be made to be linked to certain secondary facilities within a two hour radius, in the event of an emergency

In the first two years, the secondary facilities will be upgraded to provide backup support for PHCs for priority interventions aimed at reducing maternal and child mortality and endemic diseases that result in mortality.

By the end of the second year, the facility will then be upgraded to provide backup to PHCs for other non-communicable diseases with high prevalence.

Conclusion

To achieve these goals, the following activities are of great importance:

1. Evaluation of existing healthcare system; structures, personnel, current funding modality, utilization of resources and expenditure on health.
2. Cost benefit analysis (CBA) of current expenditure on healthcare for individuals and the state, to compare with CBA using health insurance.

3. Meeting with all stakeholders for a stakeholders' analysis (representatives of associations, NHIS, selected representatives of communities, representatives of workers, etc.), planning, implementation and evaluation of the various strategies.

4. Eventual involvement of all the levels of healthcare in Oyo State.

5. Finally, to give it the highest form of political will and support from the government, an Oyo State Strategic Health Development Plan with constitutional backing and approval using the National Strategic Health Plan as a template, will be developed, circulated, implemented and also, evaluated with full participation of all stakeholders.

As highlighted earlier on, partnerships for healthcare ensures that public-private initiatives will be put in place especially for provision of drugs and vital equipment i.e., through setting up of a mega drug depot and partnership with relevant research institutions.

Leadership and Governance

Thematic Areas	Predicated on free primary health care services and subsidized secondary care with special provision for the vulnerable groups.
Challenges	○ Inconsistency in health policies of succeeding administrations in the state. ○ Poorly defined roles and responsibilities of the stakeholders. ○ Weak administrative linkage between the state, the LGA and donor agencies' organizational structures.
Solutions	○ Establishment of appropriate health boards for the primary and secondary facilities. (first 3 months of the administration). ○ Eliminating multiplicity and duplication of roles by establishing a committee to merge duplicate units and recommend terms of reference. (first 6 months to final executive approval). ○ Developing linkage framework for partners involved in providing resources for health delivery in Oyo State. (first 3 months).
Campaign Point	○ Proper accountability. ○ Less interference. ○ Viable partnership towards enhanced health system.

Health Service Delivery

Thematic Areas	Predicated on equitable distribution of health facilities, equipment and health manpower for optimization of the quality of care available to the people of the state under Free Health Policy.
Challenges	○ Poor ownership drive by communities. ○ Allocative inefficiencies. ○ Managerial inefficiencies. ○ Vertical programming of health services. ○ Poor logistics support for programme implementation. ○ Inter-cadre wrangling among health care workers.
Solutions	○ Institutionalization of non-partisan Ward Development Committees for the PHC and Facility Development Committee (FDC) for Secondary Health Care which will be fully involved in the planning, implementation and evaluation of health programmes and services. (first 3 months of the administration). ○ Integration of health programmes and services especially for PHC programmes. (first 6 months of the administration). ○ Appropriate counterpart funding and timely resource allocation. ○ Establishing appropriate job description and setting up workplace systems.
Campaign Point	○ Healthcare delivery system determined by the people. ○ One stop shop for all health needs.

Human Resources for Health

Thematic Areas	Predicated on identifying the human resources needs for effective health care delivery.
Challenges	○ Inequitable distribution of personnel. ○ High job turnover rate and frequent industrial actions. ○ Few employment opportunities in public health care sector resulting in inadequate personnel manning public health facilities. ○ Infrequent on-the-job training and retraining of workers to update their skills.
Solutions	○ Developing policies backed by legislature on issues pertaining to job description, motivation and remuneration. ○ Needs based distribution of personnel to health facilities. ○ Appropriate job motivation. ○ Opportunities for training and retraining of personnel as job progression strategy.
Campaign Point	State endowed with intellectually rich institutions has ○ 5 doctors/100,000 population ○ 25 nurses/100,000 population

Health Financing

Thematic Areas	Predicated on appropriate budget allocation and utilization of finances to health sector to provide affordable healthcare.
Challenges	○ Poor budgetary allocation and release of funds to health sector. ○ Poor execution of released funds. ○ Inequitable allocation of finances. ○ Poor funding mechanism of health sector. ○ High out of pocket spending on health.

Solutions	○ Legislation backing minimum budgetary allocation to and execution of released funds for health. ○ Establishing a budget implementation and execution committee within the ministry that reports to a state budget implementation and execution committee. ○ Committee-based system of allocation of funds based on evidence of health reports, monitoring and evaluation of health programmes. ○ Introduction of health insurance scheme (CBHI to commence within the first six months of the administration).
Campaign Point	○ Fiscal policies will ensure that the amount budgeted will also be the amount released. ○ Elimination of kickbacks. ○ Budget monitoring.

Community Participation and Ownership

Thematic Areas	Predicated on the use of WDC to enhance community participation and ownership of intervention programmes.
Challenges	○ Poor utilization of WDC in decision making, implementation and evaluation of health services at PHC level. ○ Absence of FDC for secondary health facilities. ○ Non-involvement of WDC/FDC on financial decision taking and fiscal accountability.
Solutions	○ WDC and FDCs to be fully functional in all health facilities and local governments in Oyo State.
Campaign Point	○ Our Slogan is "People First" ○ Everybody would be carried along and should know what to expect in all health care facilities in Oyo State i.e., patients' bill of rights.

Education



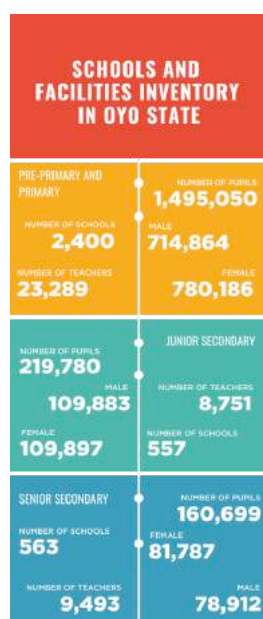
Introduction

In the area of education, our belief is that functional and qualitative education is needed to achieve top Oyo State strategic visions and development priorities.

The Education Development Plan (EDP) for the state sets out to provide a strategic vision for effective education service delivery in the state for the next four (4) years and beyond. The main emphasis of this plan includes; raising the standard in all state owned educational institutions, and improving academic performance of students at all levels.

The essence of the EDP is to ensure that the state fits into the overall objectives and goals of sustainable socio-economic development in both the short and long term. This is because our administration recognises education as a basic human right for all citizens as enshrined in the Nigerian constitution.

Education in Oyo State runs from pre-primary (Early childhood) to tertiary levels. The information below highlights the number of educational institutions available in the state:



As illustrated, the **teacher-pupil ratio** is **very high** across all the **public schools** in the state. The overall teacher-pupil ratio is about **1:45** on the average.

Another significant point from the above infographic is the decline in the enrolment of students in the higher classes. This is discouraging for a state that used to be the pacesetter in education in the country.

Also, Chart 1 revealed that private institutions are the destination of the citizens looking for quality education in Oyo State. This is part of the rot that our administration will reverse as we reposition Oyo State in its rightful place.

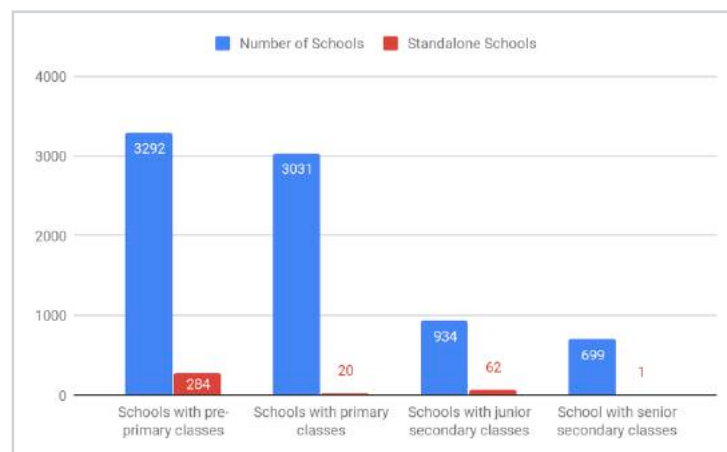


Chart 1 illustrating number of private schools in Oyo State by level

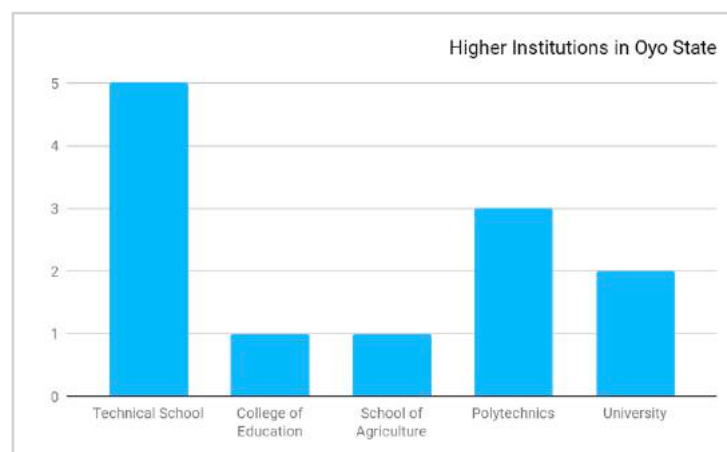


Chart illustrating number of higher institutions in Oyo State

The presence of these institutions have the potential of taking Oyo State to greater heights and make the vision of being among the top three states in Nigeria, a reality. However, given the dismal performance of Oyo State in national examinations and the quality of the graduates from the various institutions, there is need for a renewed commitment to education.

For example, the recently released 2018 WASSCE Results in which Oyo State was ranked a distant 26th among the 36 states of the federation is

unacceptable. It is clear for all to see that building a few so called model schools when all the schools should in fact be model or asking the international community for meaningless solar systems for secondary schools only magnifies the obvious failure of this administration. It is a pointer to the system failure in nipping in the bud, the uncontrolled free fall in the sector both in terms of infrastructural decline, inadequate staffing and learning materials and motivation.

Hence, our well thought out alternative plans. In any case, our incoming administration shall definitely ensure that Oyo State sets the pace again in national examinations in Nigeria.

Policy Thrust

To place Oyo state system of education among the top systems of education in Nigeria through the provision of qualitative basic, secondary, non-formal and tertiary education.

Major Focus of Intervention Operation

- a. Improving access and expanding opportunities.
- b. Assuring quality and relevance of education provision.
- c. Ensuring the delivery of high quality education.
- d. Transform all curricular to emphasize problem solving and life skills and de-emphasize cognition.
- e. Adequate training and staff development.
- f. Effective school management (motivation of staff, supervision and inspection of schools).
- g. Raise government budgetary expenditure on education.

***It is expected that at the end of the first school calendar year of this government, there would have been substantial improvement by about 10%.*

GENERAL ASSESSMENT OF THE CURRENT EDUCATION SECTOR IN OYO STATE

- 1 UNSATISFACTORY**
 - Present Students Population
 - Access to all levels of education in the state
- 2 EXTREMELY POOR**
 - Staff training/development
 - Quantity and quality of school physical facilities
- 3 VERY POOR**
 - Standard of academic performance (student quality)
 - Funding and financing efficiency
 - Quantity and quality of teachers
- 4 LOPSIDED**
 - Student teacher ratio
- 5 INEFFICIENT**
 - Management of the sector

**The state has had poor WAEC results consistently over the past 7 years. Oyo State was 26th out of 36 states in Nigeria in the 2018 WAEC.*

Mission of EDP of Oyo State

1. Relentlessly improve standard in learning for students to be highly successful in knowledge and skill acquisition.
2. Ensure that students acquire the needed values, behaviour and

- attitudes to become useful for themselves and the society.
- 3. Ensure that students adequately fit into the mainstream of the dynamic global system.
- 4. Ensure effective and efficient financial system for the education system.
- 5. Raise staff welfare through adequate training and motivation.
- 6. Ensure effective school management.
- 7. Improve teaching and learning environment through the provision of quality and quantity of infrastructure.
- 8. Effective partnership e.g. involving missions by way of returning mission schools to missionary owners. This will help to tap into additional financial resources which could be ploughed back to improve the system.
- 9. Ensure the production of employable and self-employed graduates through effective technical training. Expand opportunity for tertiary education in response to the need of the labour market and promote self-employment.

Suggested Interventions

Increase Access to Quality Education at Primary and Secondary Levels for all Eligible Oyo State Children by 10%.

- a. Explore the economics of school size for effective service delivery
- b. This emphasises optimal size decision that will result in the appropriate strategy for increasing enrolment at all levels in the face of limited resources. The strategy helps to reduce unit cost per student. This will also help in removing inefficiency in public schools.
- c. Make the school system more efficient.
- d. Encourage private providers to provide quality and affordable education to Oyo State.
- e. Provision of scholarships for brilliant students to encourage competition in

public schools.

- f. Pursue the enactment of an enabling law to keep school-age children out of the street during school hours.

Financing of the Education Sector

- a. Raise the government budget to at least 10% in our first year in office. This will then be increased yearly afterwards in order to meet UNESCO recommended standards.
- b. Seek alumni support for the development of individual schools.
- c. Seek support from foundations and international donors.
- d. Seek support from private organisations.
- e. Affordable user's charges to improve school quality.

Improve the Quality of Schools

- a. Improve teachers' quality through adequate training and development.
- b. Provision of adequate pedagogical resources for effective teaching.
- c. Provide conducive learning environment that meets the students' needs.
- d. Refurbish dilapidated school buildings and classrooms.
- e. Provide adequate furniture for students and staff.
- f. Improve class size for effective teaching and learning.
- g. Supply of equipment for science and laboratories.
- h. Effective school feeding programme for pupils to enrich their health and learning capabilities.

School Management

- a. Monitor standards of learning and teaching in state schools through an effective team.

- b. Ensure attendance and punctuality of staff and students in order to make the schools functional.
- c. Take stock of the physical, human, material and other facility needs of public schools and ensuring their supply.
- d. Set new targets for high performance of the school system in the state.
- e. Ensure judicious use of available resources to meet stakeholders' expectations of the school system in the state.
6. Introduction of Adult Literacy Programme to promote lifelong learning among the growing population.
7. Bridge the gender gap.
8. Reduced classroom/pupil ratio to 1:30.
9. Teacher/pupil ratio to 1:30.
10. Ensure that a good number of students of our secondary school graduates score a minimum of 5 credits and above, including English and Mathematics at one sitting.
11. Full implementation of UBE laws.
12. Paying special attention to underserved geographical areas in Oyo State.
13. Attention to groups with special needs.
14. Ensuring the sustainability of externally supported Initiatives through the enhanced capacity building of officials.
15. Ensuring relevance of curriculum at all levels.
16. Ensure professional and pedagogical upgrading of teachers.
17. Development of sustainable quality assurance mechanisms.
18. Develop a sustainable educational teaching and learning materials policy.
19. Institutionalise the monitoring of learning achievement at school level.
20. Ensure adequate provision of quality buildings and classrooms for all education sub-sectors.
21. Ensure adequate provision of teacher and learner furniture.
22. Ensure learner friendly school and classroom environments.
23. Ensure adequate provisions for the special needs of girls.
24. Institutionalise maintenance culture for physical facilities and infrastructure.
25. Institutionalise Education Sector Expenditure tracking.

Other Issues of Intervention Concern

Other areas that are of very high importance in the course of providing sustainable and satisfactory education to the state covers:

1. Provision and use of information and communication technology (ICT) facilities in government schools (secondary and tertiary) to enhance teaching and learning. Examples are interactive boards, projectors and computers.
2. Making technical, and polytechnic institutions in the state more practical oriented through real skill acquisition. This could be achieved by linking graduates of these institutions to firms and individuals where they can acquire the relevant skills that will make them practice on their own.
3. Provide financial support to encourage graduates with technical/vocational skill to start their own businesses.
4. Setting up a functional Educational Management Information System (EMIS) for the state. This is a technologically based computer managed data system that aids efficient information management for quality decisions about the education sector.
5. Regulating the operation of private schools in the state. This will ensure that private schools operate in line with the Benchmark Minimum Academic Standard that guarantees quality educational service delivery.

Conclusion

In conclusion, education is certainly one of the most important aspects of human capital development. Investment in education at all levels has the capacity to improve the individual wellbeing and increase the income of the state. A well-educated society will guarantee quality workforce and creative minds that will help to increase the output of that society and hence bring about an overall development.

Infrastructure



Introduction

Infrastructure and the provision of it are central to achieving sustainable development in both the urban and rural settings. The most important of these include water supply, all-season roads, electricity supply (solar, hydro etc.) housing, health and educational facilities.

The near monopoly granted to public entities in charge of providing basic infrastructure often leads to under-provision. Frequently, the delivery of infrastructure was rationed to a limited part of the population and associated costs of production were high. Research shows that investing in water, sewerage and electricity positively impacts on the livelihoods of people. Boosting the provision of those services has a great potential in helping to reach the SDGs as a whole. In this context, new ways of approaching the provision of basic infrastructure involving the private sector have been explored.

Against this backdrop, our administration will consider alternative ways of infrastructure provision.

Independent power projects (IPP), namely, privately financed, greenfield generation, supported by non-recourse or limited recourse loans, with long term power purchase agreements (PPA) with the state utility or another off-taker, has become a priority within overall private sector reform. Independent Power Producers will be considered a quick and relatively easy solution to persistent electricity supply constraints, and could also serve to benchmark state owned supply and gradually introduce competition.

Sustainable forms of small and medium scale electricity generation are possible in Oyo State with the proliferation of solar technology. Since the rural areas in Oyo State are not being supplied with adequate electricity from the grid extension, renewable energy becomes a

viable and cost-competitive option for rural electrification. Such forms of electrifications can more easily be conceived with private sector participation for example, with concessions or lease agreements.

In addition to increasing economic activity and lowering poverty, electrification with renewable energy will help promote a more sustainable development, and could help mitigate climate change.

Studies have shown that access to improved water and sanitation in the state still remain low, in spite of the huge commitment of government through its agencies. The citizens' sources of water are still rivers, lakes and ponds, protected wells, vendors, trucks, boreholes and hand pumps.

The current administration in the last seven years has not made any effort to address this water problem. Modern civilization also brings in its tow environmental damage. In it lays the realisation of potential for sustainable values. It is estimated by the World Bank that by 2030, this number would reach an all-time high of 5 billion with many of these people poor. Urbanization is therefore an inevitable, but positive concomitant of economic change.

The growth of slums, the concentration of poverty and its attendant social disruptions in our cities does pose a great challenge.

Initiating policies and plans to improve the quality of infrastructure and life in cities of Oyo State, providing infrastructure that is necessary and central to development in both urban and rural areas all year round; roads, electricity, health and educational facilities and the provision of potable drinking water is therefore, highly imperative for the state to become very competitive.

Policy Thrust

The policy thrust on infrastructure is to

accelerate infrastructure provision by the state government in key areas, and engage public private partnership arrangements in others.



Road and Transport

The vision is to make the transport sector in Oyo State evolve as the best integrated transport system over the next four years. Transport plays an important role in linking the state together economically, socially and politically and in the exploitation and distribution of its resources. It can help to reduce spatial inequality and can contribute to poverty alleviation in the following areas:

- i. The Growth Potential of the State Economy.
- ii. Strategic Alliance in the Sector.
- iii. Inter-Modal Transport System.
- iv. Security and Defence.

The Challenges

1. Inadequate and dilapidated paved roads in the urban and rural areas.
2. Inefficient transport infrastructure that can sustain the social and economic development of the state.
3. Inadequate facilities for the Road Maintenance Agency.
4. Insufficient number of qualified staff for the Road Maintenance Agency.
5. Non transparent nature of contract awards for public roads.
6. Wide neglect of rural roads networks

with respect to upgrading and maintenance.

7. Poor inter-modal transport system in the state.

Proposed Strategies

1. Ensure safe, adequate and efficient transport infrastructure that can sustain the social and economic development of the state.
2. Develop an integrated and cost effective transport infrastructure.
3. Improve urban and rural transportation.
4. Evolve a seamless inter-modal transport system in the state.
5. Evolve a robust institutional and regulatory framework for the transport sector.
6. Make Oyo State a transport hub.
7. Evolve a highly skilled manpower for the transport industry.
8. Ensure safety and security in the transport sector.
9. Provide steady and innovative financing scheme for the transport sector in Oyo State.
10. Establish a consultative forum for constant interaction among all stakeholders in the transport industry, including private sector concerns and MDAs.
11. Provide adequate transport infrastructure and services for uniform socio-economic development in the state by embarking on reconstruction and rehabilitation of the existing roads and improving rural roads.
12. Upgrading of rural feeders roads in all the 33 local government areas of the state.
13. New roads to be built to enhance economic activities, promote rural-urban linkages and generally facilitate movement around the state. The policy of the government is that all roads must be properly done with engineering designs and adequate provision for drainages.
14. Engage private partnership to improve

- the road facilities.
15. Provision of modern equipment to the Road Maintenance Agency.
 16. Evolve a seamless inter-modal transport system in the state.
 17. Evolve a robust institutional and regulatory framework for the transport sector.



Water Supply

Clean water is essential to human life and a natural resource that should be held as a public trust for the common good of our societies and the environment.

The major objective is to plan, develop, construct and maintain all water and sanitation facilities in Oyo State so as to provide equitable distribution of acceptable, available, accessible and affordable best drinking water and adequate sanitation in Oyo State all the year round.

Initiatives to improve water services provision include public-public partnerships, public-community partnerships, and public-private partnerships.

Important stakeholder groups in water services provision are the international – bilateral and multilateral – donor agencies. However, the introduction of market mechanisms in the water sector should always consider that:

- a. Water is a human right, and therefore accessibility and affordability to the poor and marginalized groups in urban and rural areas

is necessary.

- b. There is a need for transparent, accountable and equitable water management, as a way to promote poverty elimination, social justice and environmental sustainability.

The Challenges

1. Virtually all water supply schemes in Oyo State are non-functional. They suffer from inadequate funding and supply of inputs to keep the facilities running.
2. Under capacity utilization of the water treatment plant.
3. Poor service coverage.
4. Excessive leakages in the water lines both service mains and house connections.
5. Lack of capacity for maintenance of rural water supply.
6. Non availability of spare parts to service rural water supply and water works.
7. Ageing infrastructure.
8. Non-functional laboratories for water quality monitoring.
9. Small number of house service connection.
10. Ever increasing rate in urbanization resulting in shortages in water supply and sanitation services in urban and semi-urban areas.
11. Poor revenue generation.
12. Insufficient financial resources for capital investment.
13. Lack of data and inadequate monitoring.
14. Inappropriate pricing and tariff collection for water supply and sanitation services.
15. Minimal participation of the private sector in water and sanitation sector.

Proposed Strategies

Our proposed strategies are all encompassing. They are outlined as follows:

1. Legislation, regulations and standards for water supply and sanitation.
2. Reform of the water supply and sanitation sector to attain and maintain internationally acceptable standards.
3. Revitalisation of the **12 water schemes** in the **four zones of Ibadan (3), Oyo (2), Ogbomoso (3) and Saki (4).**

A programme of ensuring and sustaining the necessary inputs and maintenance to ensure stable and regular supply of water will be executed. Additional schemes will be provided.

4. Increase service coverage for water supply and sanitation state-wide to meet the level of the socio economic demand of the state.
5. Ensure affordability of water supply and sanitation service for the citizens.
6. Ensure good water quality standards are maintained by water supply undertakings.
7. Monitor the performance of the sector for sound policy adjustment and development for water supply and sanitation.



Energy

Adequate and reliable power supply is expected to improve the socio-economic conditions of Oyo State. It is expected to boost technological and industrial development of

the state.

The state is blessed with fertile soil, suitable for production of sugar cane which can be exploited for production of Ethanol gas, which in turn can be used as fuel for running thermal power plants.

Similarly, the abundant wastes in the state can be exploited to produce Butane gas to meet other energy needs in the state. The proposed strategies are to:

- a. Increase generation, transmission and distribution capacity to provide adequate and sustainable power supply.
- b. Achieve optimal energy mix using most appropriate technologies.
- c. Access the potentials of the state renewable technologies.
- d. Employ appropriate renewable energy technologies policy for sustainable development.
- e. Facilitate renewable energy research with established energy research centres.
- f. Facilitate independent power producers to invest in Oyo State.



Housing

The Challenges

- a. There has been inadequate housing for the generality of the populace.
- b. Few number of housing units have been constructed in the major towns/cities.

These few constructed housing estates have been neglected for quite some time and are in a state of disrepair.

- c. Lack of updated master plan in the state.
- d. Inadequate housing accommodation resulting in high rents.
- e. Lack of political will to enforce existing laws and regulations.
- f. Growth of slums due to inadequate planning.
- g. Duplication of roles and responsibilities between agencies.
- h. Inadequate professional capacity building.
- i. Lack of computerized land records (GIS).
- j. Constraints in land acquisition.
- k. Lack of easy access to mortgage facilities.

Proposed Strategies

1. Facilitate acquisition of land for housing and construction by way of prompt payment of compensation through balanced budgetary provisions, granting of titles to individually/ corporately acquired lands and prompt registration of land related transactions.

2. Ensure proper planning of neighbourhood, regular design of new layouts, cadastral survey and mapping of the towns taking into consideration the community participation to discourage indiscriminate construction activities.

3. Encourage the use of existing locally manufactured building materials, ensure the identification and research work into the new ones with a view to determine their location, quantity, quality and possible exploitation of the deposits.

4. Promote professionalism in construction and housing through acquisition of requisite knowledge, skills and experience.

Adopt appropriate technology and effective manpower training to raise output in the industry.

5. Adopt and sustain the concept of good percentage funding of site and services to facilitate easy access to serviced plots by the low-income and direct relevant bodies.

6. Facilitate private sector driven housing delivery through variants of public private partnership (PPP) initiative.

7. Institute urban management system which ensures tariffs due are properly collected to aid the renewal and maintenance of housing infrastructure.

8. Constitute a committee of experts and knowledgeable persons outside government with proven cognate qualifications and experience to evaluate the performance of the housing sector once every two years.

9. Create adequate and affordable housing finance by developing an efficient primary mortgage market.

10. Establish an effective legal and regulatory framework for the control and monitoring of housing delivery.

Domestic Resource Flow



Introduction

Revenue allocation in Nigeria involves a vertical sharing between the federal government and other tiers of government. The subject of this sharing is the federally generated revenue, such as royalties, export duties, import duties, mining rates etc. Inclusive of the 13 percent derivation for oil producing states, the current formula for sharing the federal revenue vertically as follows:

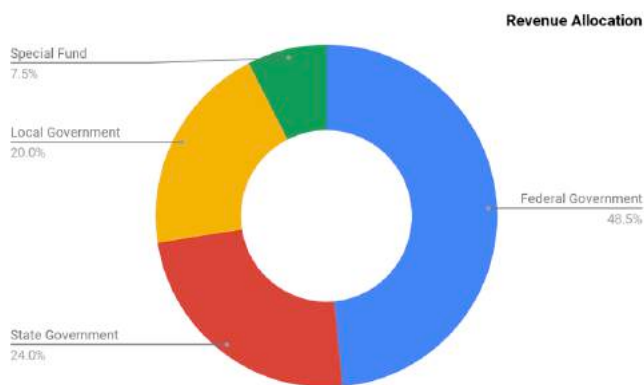


Chart illustrating national revenue allocation in Nigeria

Currently, the Nigerian economy greatly depends on crude oil production and the price of crude oil in the international market thereby driving a monocultural economy for decades in spite of the enormous developmental challenges it faces.

Since 2014, the country has lost 70% of its revenues from oil. Although oil accounts for less than 15% of national gross domestic product (GDP), it accounts for 60% of budget revenues and over 95% of foreign earnings. This has therefore left a huge financing gap for the states in Nigeria given the fall in the crude oil revenue and the lingering global financial crisis. The estimates of the financing needs are indeed staggering.

Consequently, the need for states to generate adequate revenue from internal sources has therefore become a matter of extreme urgency and importance. Research on the nature and scale of states' financing needs

consistently demonstrates that financing remains a huge obstacle towards achieving sustainable economic transformation.

According to the BudgIT, a breakdown of revenue for 2017 shows that IGR made up 33.5% of total revenue, while the balance comes in from FAAC. Trends also show Oyo State's IGR fluctuates; in 2014 it was N16.30bn, but dropped to N15.66bn in 2015, later increasing to N18.88bn in 2016. For 2017, the IGR figures of N22.45bn indicate that revenue maybe on the path of growth, but when Oyo State's IGR per capita of N2, 863 per person is taken into consideration, revenue generated is below the national average.

Debt levels are also rising; total debt was N157.81bn in 2017, with domestic debt climbing from N19.1bn in 2013 to N129.21bn in 2017. External debt which went from \$66.75mn (in 2015) to \$71.91mn (in 2016), now stands at \$93.22mn as at year-end 2017. Oyo State is finding it difficult to meet its recurrent expenditure obligations.

This is obvious in the non-payment of salaries for the state civil servants as and when due. With an average monthly expenditure of N10.14 billion and an average monthly revenue of N6.56 billion (FAAC and IGR), the current deficit level is N3.58 billion naira every month as at June 2018. This implies that the state cannot cover the recurrent expenditure obligation without borrowing funds which will further sink the state into debt. This has led to the unsustainability of the fiscal level in Oyo State. This indicates the precarious nature of the fiscal situation of Oyo State. Hence, the need to mobilize enough resources for the state.

At present, the management of IGR does not appear to be good enough as there are perceived loopholes and leakages in income generation which could be blocked and vastly improved upon to maximize the opportunities in order to bridge the funding

gap in the budget. In doing this, there is need for a thorough review of the current IGR process and management in the state, expand the tax net, look for new sources of revenue, be aggressive and innovative in the mode of revenue collection by seasoned professionals in collaboration with the State Board of Internal Revenue Service.

Our strategy will be an Accelerated Revenue Generation Programme (ARGP) to shore up the revenue base of Oyo State, embrace a high level of transparency and accountability, reduce overheads, and cut down on debt accumulation without a concrete repayment plan.

Our administration has a strong interest to increase domestic resource flows that could be channelled for the much needed transformational investment in Oyo State. We will adopt effective policy measures aimed at mobilizing resources and channelling them into productive investments.

Policy Thrust

To ensure that Oyo State continues to develop new sources of revenue and improve existing ones through innovative and purposeful modes of revenue collection and utilisation to adequately fund the provision of public goods, and execute developmental projects that can improve the living standards of Oyo State citizens.

The Challenges

The increasing cost of running government coupled with dwindling revenue has led various state governments in Nigeria to formulate strategies to improve the revenue base. This is as a result of the fluctuations in the price of crude oil and the lingering effect of the global financial crisis.

Consequently, the need for states to generate adequate revenue from internal sources has therefore become a matter of extreme urgency and importance. At the moment,

the internally generated revenue of the state in a month is about N1.3 billion. This need underscores the eagerness on the part of the state to look for new sources of revenue or to become aggressive and innovative in the mode of collecting revenue from existing sources. This is premised on the need to adequately provide public goods and execute developmental projects that can improve the living standards of Oyo State citizens.

Major Sources of Oyo State Government Internal Revenue

The sources of revenue of the State government include:

- Personal Income Tax in respect of - Pay – As – You – Earn (PAYE) and direct taxation (Self-Assessment).
- Withholding tax (individuals only).
- Capital gains tax (individuals only).
- Stamp duties on instruments by individuals.
- Pools betting and lotteries, gaming and casino taxes.
- Business premises registration fees.
- Naming of street registration fees in the state capital.
- Right of occupancy fees on land owned by the state government in urban areas of the state.
- Market taxes and levies where state finance is involved.

The Reasons for Low Internally Generated Revenue (IGR) in Oyo State

Tax Evasion

Tax evasion is a deliberate and wilful practice of not disclosing full taxable income so as to pay less tax. In other words, it is a contravention of tax laws whereby a taxable person neglects to pay the tax due or reduces tax liability by making fraudulent or untrue claims on the income tax form.

Tax is evaded through different methods including: Refusing to register with the

relevant tax authority; Failure to furnish a return, statement or information or keep records required; Making an incorrect return by omitting or understating an income liable to tax refusing or neglecting to pay tax; Overstating of expenses so as to reduce taxable profit or income, which will also lead to payment of less tax than otherwise have been paid; A taxpayer hides away totally without making any tax return at all and entering into artificial transactions.

Tax Avoidance

Tax avoidance has been defined as the arrangement of taxpayers' affairs using the tax shelters in the tax law, and avoiding tax traps in the tax laws, so as to pay less tax than he or she would otherwise pay. That is, a person pays less tax than he ought to pay by taking advantage of loopholes in a tax levy.

Tax can be avoided in various ways: Incorporating the tax payer's sole proprietor or partnership into a limited liability company; the ability to claim allowances and reliefs that are available in tax laws in order to reduce the amount of income or profit to be charged to tax.

Minimizing the incidence of high taxation by the acquisition of a business concern which has sustained heavy loss so as to set off the loss against future profits; Minimizing tax liability by investing in capital asset (for instance through the new form of corporate financing by equipment leasing), and thus sheltering some of the taxpayers income from taxation through capital allowance claims; Sheltering part of the company's taxable income from income tax by capitalizing profit through the issue of bonus shares to the existing members at the (deductible) expenses to the company.

Corruption

The internally generated process is bedevilled by corrupt practices, usually involving revenue collectors. In most cases, the state

government funds have been mismanaged. A lot of tax officials connive with taxpayers to evade tax. These manifest in the distortion of the revenue return, embezzlement and misappropriation of funds. Strategies for enhancing internally generated revenue in the state government have been ineffective, hence, the low level of the IGR in the state.

Concentration on Ibadan Metropolis

The drive for internally generated revenue is focused only on the local governments within the Ibadan metropolis. For example, the levy on the overhead gantry specifically focuses only on the Ibadan city. Similarly, there is a poor effort with respect to PAYE from other cities in Oyo State. Hence, there is a need to extend the revenue mobilization strategies to Oyo town, Ogbomoso, Saki, Igboho, Otu etc.

Lack of Synergy Between Revenue Consultants and Civil Servants

There is an apparent lack of synergy between civil servants and revenue consultants in the state. For example, civil servants have been alleged to leak information to prospective tax payers in the state. In addition, some of the Directors in the Board of Internal Revenue Service (BIRS) are tax consultants to the private sector which makes the task of auditing difficult.

Also, in some cases, taxpayers rather than pay directly into the coffers of the government pay the levies to some BIRS staff who divert the payment from government coffers. Furthermore, revenue consultants collect PAYE from civil servants and take it to be part of the internally generated revenue. This amounts to double counting on the part of the revenue consultants.

Cumbersome Payment System

The present payment system is quite cumbersome. For example, the acquisition of the Certificate of Occupancy (CofO) is quite challenging and very complex which makes

the process difficult.

Tax Revenue is not Being Optimally Utilized
The government does not fully translate the revenue so collected into sufficient adequate public goods and service which to the taxpayer is an evidence of bad governance.

Taxpayers watch with dismay as government officials, especially some politicians, display extravagant postures instead of driving infrastructural development. This has created utter disregard to tax compliance in the state. The widespread belief is that any amount paid will be mismanaged.

Hence, the citizens are not willing to pay tax because of the mismanagement of the resources that are collected as taxes. This factor has accounted for the high level of tax evasion and avoidance being witnessed presently in the state. Government has not demonstrated its ability to adequately utilize the revenue to implement what the money is meant for.

Tax Ascertainment

There is a problem of computing and ascertaining the actual tax to be deducted from the taxpayer. In most cases, the taxpayer fails to disclose the precise income to the tax official. This creates a problem of computation and ascertaining the actual amount due.

Also, certain business entities in the state evade taxes with impunity. For example, petrol service stations are presently evading approval charges which results in the loss of substantial revenue by the state.

The Use of Private Revenue Consultants

The choice of private revenue consultants in the collection of government revenue is not only inefficient but also inadequate for the system. Revenue targets are usually given to the consultants and after meeting the targets they are required to enjoy certain percentage (in some cases between 30 and 40%) of the

revenue mobilized.

The current target given to the revenue consultants appears low at the moment which has implications for the revenue generated for the state.

Multiple Taxation

Multiplicity of taxation is a serious problem in Oyo State that needs to be addressed. Taxpayers are aggrieved for paying different taxes at different levels as is in the case of manufacturing companies, which are subject to import duties, sales tax, excise duty, VAT, income tax, education tax, etc.

This occurs in a situation in which government ends up collecting the same tax by different agents, both at the local and state government level. This is another factor that discourages the state citizens from paying tax to the government. Also, the signage law was not made public for the citizens to know the amount that they are supposed to pay to the state.

Some signage are not chargeable while some charges appear to be too high. In addition, some of the tenement rate charges that are in existence are arbitrary. For example, landlords are now being billed in an arbitrary manner in the payment of tenement rate.

Taxes of the Affluent and Lack of Political Will Power to Implement Tax Laws

The rich do not want to pay tax. This may be due to their influence in the society. In addition, the rich because of their close connection to the state administration usually avoid paying taxes.

The government lacks political will power to implement revenue generating programmes to the letter, especially on the wealthy businessmen who evade tax. The state government in most cases because of political patronage find it difficult to implement tax laws in the state.

In addition, because the bulk of the internally generated revenue of the state is from the Federal Government, the state does not have the drive to implement tax laws.

Compliance with Withholding Tax in Oyo State

Currently, there is a low level of compliance with withholding tax in the state. Only commercial banks comply with the withholding tax levy at the moment. In addition, there is no revenue-monitoring desk in the Ministry of Works to monitor the withholding tax from the contracts that the ministry awards.

Funding the Board of Internal Revenue Service and Other Revenue Generating Agencies

The Board of Internal Revenue Service (BIRS) lacks proper funding by the government to enable it acquire the state of the art facilities and equipment to effectively manage the state revenue.

At the moment, the BIRS cannot determine the exact revenue that sectors in the state generate. It also lacks the required funding to sensitize the citizenry through the media on tax matters. These contribute to taxpayer non-compliance. Adequate facilities must also be provided for other generating units as well. For example, in physical planning there are only two operational Hilux vehicles. One is used for Ibadan and the other one for the 32 local governments. The revenue category for the unit increased from about N200 million to N800 million within a month when operational vehicles were made available.

Inadequate Training

The art of revenue collection requires continuous training, which has been unavailable to the officials of the BIRS. As

a result, a lot of the BIRS staff are not well trained, courteous and articulate to convince taxpayers to comply voluntarily.

Inadequate Taxpayers' Education

Many of the taxpayers are ignorant of tax laws enacted by the government. In addition, a good percentage of taxpayers are not sensitised and enlightened in the state on tax laws and why such amount is imposed on them. This creates lack of confidence and distrust towards the tax officials.

Besides, majority of the taxpayers are illiterates who do not keep records, therefore it is very difficult for the tax officials to determine their taxable incomes. Officers are therefore, forced to resort to best of judgment assessment many of which cannot be substantiated or defended in court if the need arises.

In addition, the bulk of the taxpayers in the state are not aware of the amendment made on the tax law since January 2012. There is therefore a need to educate the populace on the new tax law.

Lack of Support from Other Collection Agents

All government and private establishments are normally directed by law to deduct taxes from employees' remunerations (PAYE) and withhold certain percentage of contract payment, rent, dividends and bank interest payment and remit same to the Oyo State Internal Revenue Services.

However, most of these organisations over-deduct the taxes or end up using up the funds and become indebted to the state government. The problem is not limited to the private sector alone. Federal Government establishments in the state under the

integrated payment system have not been remitting the PAYE of their staff to the state coffers. The revenue consultants in the state have to make several efforts before a part of the fund is paid to the state coffers.

Inadequate Information on Taxpayer's Location, Tax Avoidance and Tax Evasion

Lack of complete and correct information about taxpayers' residential or business addresses has always inhibited collection efforts. Many taxpayers deliberately give wrong addresses in order to avoid or evade taxes.

In specific terms, tax avoidance, which is a device whereby a man arranges his affairs in such a way as to attract less tax, is on a scandalous scale in the state. Businesses, traders, and professionals are the delinquents in this regard.

Low Level of Private Sector Compliance
Private sector participants in the state do not comply with the payment of taxes and levies. For example, the private schools (primary and secondary) have not been paying their dues to the state. ANCOPS was used to negotiate a rate with private school proprietors with no significant compliance.

In addition, petrol service stations in the state have not been paying their check dues such as fire, ground rent, environmental charges, etc. Only the major marketers have been complying, the independent marketers have refused to comply.

Inadequate Coordination Among Government Agencies

There appears to be little coordination between the various government agencies and the revenue agencies and revenue department e.g. Ministry of Works, the Land Use Allocation Committee, and the Ministry of Commerce to mention only a few. Request for information about taxpayers are often treated

with levity.

Collection of Illegal Revenue

Certain revenue collected by the units in the state can be classified illegal. For example, certain secondary schools still collect some levies from students without remitting it to the school. In addition, some patients pay for health care services such as drugs without getting the services required.

Oyo State's Debt Burden

Oyo State's debt burden affects efforts to mobilize revenues. While, the debt itself is not a problem, the bone of contention is the way the debt is being utilized. If public debt is properly utilized, it can contribute to economic growth and diversification.

However, if inefficiently allocated, the cost of borrowed resources can contribute to macro-economic management problems in the form of high and unsustainable levels of debt servicing obligations which constitute a drain on the budget, adversely affecting capital programmes for economic transformation. The bulk of the public debt incurred in Oyo State is used to finance immediate consumption rather than being invested in productive resources.

Proposed Strategies

While we believe that there is no single set of solutions that would ensure improved domestic resource mobilization in Oyo State, our suggested strategies enumerated, though not exhaustive, will be adopted to enhance the domestic resource mobilization effort of Oyo State.

Broadening the Existing Tax Base

Our administration's desire to increase the IGR will not rely on increasing the tax rate, rather it will focus on expanding the tax base, and tapping relatively underutilized sources of taxation. Oyo State has a very large informal sector and underground economies where

cash transactions do not leave any audit trails for tax purposes. It will therefore be necessary to find ways of bringing the large informal sector within the tax net.

Addressing this sector will need innovative policies and instruments such as statutory tax declarations but exemptions for low-income earners, tax incentives for small companies reinvesting in local business, increased efficiency in tax collection and support from the banks to encourage greater use of the banking system.

Providing business support and information, particularly to SMEs, is one strategy for drawing firms to register formally, given the benefits for their competitiveness, productivity and market access.

Another means of tax base broadening is better collection of property taxes. This requires political will, as there is often strong resistance from the wealthy and well-connected property owners.

Reorganisation of the Board of Internal Revenue Service

There is a need for a complete reorganisation of the operations of the Oyo State Board of Internal Revenue Service (BIRS). This is needed to chart a clear strategic direction for an improved service delivery with respect to revenue collection in the state. Hence, there will be a need for adequate re-organization and realignment of functions.

Job Creation/Career Development

As a result of the reorganisation and realignment of functions, there will be new job openings in specific skill driven areas that will be created for improved opportunity for career growth and development within the Board of the Internal Revenue Service. The service will then need to encourage staff without the required skills to acquire the necessary skills through institutional support for training and personal improvement of

their competency levels. This will enable the staff to perform competitively.

Better Remuneration/Improved Welfare

There should be considerable improvement in the BIRS staff remuneration with a new salary scheme. The improved welfare package is to motivate BIRS staff to higher performance levels. This is to reduce the tendency of corrupt practices among the BIRS staff.

Introduction of Online Payment Services

Given the challenges that abound in the payment of taxes and levies in the state, there is a need for an online payment system to reduce the difficult nature of paper services.

Payment platforms can be designed for each agency where the forms are filled and payment made using electronic means. The payee receives email/text messages confirming the payment. In addition, the date for the collection of titles or documents is then communicated by email.

Ensure Adequate Compliance with Withholding Tax in Oyo State

There is a need to enact a law that requires all contracts to pass through the Board of Internal Revenue Service so that all individuals, households and agencies comply with the withholding tax requirement in the state.

Enhance the Automation of Collection

The State currently uses the PAY Direct for the electronic revenue collection and remote monitoring solution. This has helped to eliminate wastage and tremendously improved efficiency, transparency and accountability. It has also ensured that revenue collected daily by the BIRS from all parts of the state, is swept automatically, electronically, into the coffers of the state through the collecting banks. This has partly

addressed the issue of trapped funds in banks and reduced fraud in the collection system.

However, the Billing Application software should be adopted for the revenue generating agencies to reduce the level of leakage in the system. In addition, Payment Alert Software will be developed when such payment is made. It does not only alert the system, it also becomes difficult to tamper with it. Furthermore, an enhanced automation drive system will be designed for the BIRS offices. The BIRS offices will be adequately computerized, an automated and fully integrated tax administration system would be established.

Audit, Investigation and Enforcement

An audit of major companies in Oyo State will be done to ensure that they pay tax. Working in collaboration with the State Board of Internal Revenue, seasoned revenue enhancement professionals armed with documented intelligence information can negotiate and recover tax arrears to the coffers of the state.

Database and Taxpayer Registration

Real time data and information is the live wire of any revenue agency. The development of a robust taxpayer database and registration process will be pursued to support effective taxpayer assessment.

The existing Taxpayer Identification Numbers (TIN) process will be strengthened in the state while a tax card scheme, which will provide a one-stop access to taxpayer records and through which taxpayers could pay taxes,

should be designed and implemented. This will enable tracking for tax purposes. This can only work effectively with full automation.

In Argentina, this same tax number is what is used on driving licenses, passports and other personal documentation.

Taxpayer Education

Since tax must be collected in a professional manner, the state government owes the taxpayers the required education and support services. The taxpaying public needs to be given proper and adequate sensitization on a sustainable basis to let them know their rights, duties and obligations under the relevant tax laws.

The tax authorities should also strive to create a friendly tax environment without creating confusion to the taxpayer. The Oyo State Board of Internal Revenue Service will carry out a rigorous sensitization of the public on the need to pay their taxes.

Tackling the Underground Economy

The underground economy, otherwise known as the informal sector, is made up of businesses which are not only intractable but also intentionally outside the tax net. All hands should be on deck to work together to effectively tax this sector. For individual taxpayers, apart from those in regular paid employment, the problem of tracking taxpayers outside the tax net is even more challenging especially with certain communities where the house numbering system is a major challenge.

The underground economy includes individuals, registered businesses and corporate bodies generating billions of Naira in business transaction in:

- o Petty businesses such as dress making, car wash, mechanic workshops, hair dressing, etc.
- o Rentals, Barbing Salons, etc.
- o Taxi business (registered and unregistered)
- o Cargo handling
- o Night clubs, Recreation Parks and Bars.

Collaboration with the leadership of vocational bodies, trade associations and community leaders will greatly assist this process.

Reduce the Multiplicity of Taxes

For the multiplicity of taxation, our government will as a matter of urgency implement the approved list of taxes and levies which each tier of government can collect as an effort made towards addressing the menace to increase taxpayer compliance.

Adequate Funding for the Oyo State Board of Internal Revenue Service

Proper funding and training of tax officials do not only boost their morale but equip them mentally and socially towards the discharge of their duties. Revenue officers should be qualified, well trained and must be equipped with all necessary tools and instruments.

Review of Government Charges and Rates.

Mostly, current rates and charges by the State Government for services and fines/penalties are low/obsolete and do not reflect the economic realities. There is need to collaborate with the State Government to set up a review committee to examine and work on this.

Effective Collection of Public Utility Service Charge

In conjunction with the relevant Ministries and Agencies, those services which are to be covered by direct fee collection will be identified [a provisional list includes: water (water charges might subsidize the provision of sewerage) refuse, land occupancy certificates and lands surveys, , and various road traffic charges, to contribute to the cost of roads maintenance] and a policy decision should be made for each as to whether these charges are to cover part of the cost of service provision, the whole of the cost of the service, or more than the cost of the service (therefore including a subsidy for other services).

In addition, the objective is that each service charge should be collected to the required level. Hence, the cost of providing each service, including both capital and recurrent costs should be worked out.

Ease of Doing Business



Introduction

A high ease of doing business ranking means the regulatory environment is more conducive to the starting and operation of a local firm. This is because today's investors are significantly influenced by globalisation and credit rating agencies.

Nigeria is ranked 146 among 190 economies in the ease of doing business, according to the latest World Bank annual ratings. The rank of Nigeria deteriorated to 146 in 2018 from 145 in 2017. Ease of Doing Business in Nigeria averaged 145.09 from 2008 until 2018, with a record low of 120 in 2008 and reaching an all-time high of 170 in 2014. However, the performance of Oyo State with respect to the ease of doing business has been quite dismal. For example, Oyo State ranked a distant 35th out of 36 States in Nigeria.

In addition the State ranked 24th in the area of starting a business and 19th with respect to enforcing contracts (Table 1). Given the wide opportunities available in the State, it is our belief that Oyo State can do much better under a good business environment.

	Rank among 36 cities in Nigeria	Top city in Nigeria
Overall		Abia
Starting a Business	24	FCT (Abuja)
Dealing with Construction Permits	8	Jigawa (Dutse)
Registering Property	35	Zamfara (Gusau)
Enforcing Contracts	19	Katsina (Katsina)

Table 1 illustrating ease of doing business in Oyo State

Policy Thrust

To make Oyo State the hub of economic activities and investors' preferred destination in Nigeria.

Proposed Strategies

1. Ensure that the number of days for starting a business is reduced.
2. Ensure that the procedures to legally start and formally operate a company are substantially reduced.
3. Enhance the procedures, time and cost to transfer a property and the quality of the land administration system.
4. Reduce the period of time and cost to resolve a commercial dispute and the quality of judicial processes.
5. Reduce the period of time, cost, outcome and recovery rate for a commercial insolvency and strengthen the legal framework for insolvency.
6. Enhance the flexibility in employment regulation and aspects of job quality.
7. Enhance the procedures, time and cost to get connected to the electrical grid, and the reliability of the electricity supply and the transparency of tariffs.
8. Reduction in the procedures and time to legally build a warehouse.
9. Reduce the period of time to acquire the certificate of structural stability.

10. Harmonization of the tax structure in the state and elimination of multiple taxation.
11. Enhance the process of obtaining business premises permit from the state Ministry of Commerce and Industry.
12. Enhance the process of business registration with the state Board of Internal Revenue.
13. Institute policies to ease the process of property registration and enforcing contracts.
14. Enhance the process of obtaining construction permit.
15. Propose a bill to formalise informal artisanal activities and relationship with the state government.
16. Reduce the incidence of documentation touts, fake taxes and rates collectors, and land grabbers.
17. Establish a One-Stop-Shop Investment Centre (OSSIC) to provide integrated business registration services.
18. Establish the Multi –Door court, similar to Alternative Dispute Resolution (ADR) system, which is already part of Nigerian law, to amicably resolve business-related disputes within a short time to ease the process of doing business.
19. Set up of additional stamp duty/tax registration offices to eliminate travelling cost and time to set up a business; and the establishment of Homeowners Charter, which makes it easy for landowners to obtain Certificate of Ownership for residential properties.

Youth Empowerment, Social Inclusion and Protection



Introduction

Youth empowerment is a process where children and young people are encouraged to take charge of their lives. Youth empowerment is an attitudinal, structural, and cultural process whereby young people gain the ability, authority, and agency to make decisions and implement change in their own lives and the lives of other people, including youths and adults.

Youth empowerment is often addressed as a gateway to intergenerational equity, civic engagement and democracy building. Many local, state, provincial, regional, national, and international government agencies and non-profit community-based organisations provide programs centered on youth empowerment.

Youth empowerment is different from youth development because development is centered on developing individuals, while empowerment is focused on creating greater community change and relies on the development of individual capacity. The number of youths in Oyo State is growing rapidly, presenting both opportunities and risks.

With the right policies and programs in place, a young population offers tremendous opportunities for a demographic dividend. Our administration seeks to empower the youths through various measures of developing their potentials i.e. education, skills acquisition, entrepreneurship training, poverty eradication programmes.

Youth Empowerment Policy Thrust

To bring together diverse stakeholders through working collaboratively in taking

actions that result in productive and sustainable livelihood for the youths in Oyo State.

Identified Challenges

- a. Mass illiteracy rate that occasions inadequate skilled manpower.
- b. High unemployment rate among the youths.
- c. Inadequate funding of youth programmes.
- d. Weak infrastructural developments.
- e. Paucity of interest by youths in agriculture.
- f. Absence of required skills development programmes.

Proposed Strategies

1. Situational analysis of the current empowerment programmes.
2. Vocational skills acquisition programme and entrepreneurial training.
3. Establishment of graduate youth employment scheme.
4. Establishment of integrated farm settlement schemes.
5. Establishment of skills acquisition centre.
6. Establishment of waste to wealth creation business clusters.
7. Establishment of state entrepreneurship development centres.
8. Resuscitation of vocational training schools and centres.
9. Establishment of business support centre across the state.
10. Establish entrepreneurship development institute of Oyo State.
11. Institute youth mobilization programmes.
12. Establishment of sports centres/ facilities.

Social Inclusion and Protection

Social inclusion and protection is about providing equal opportunities for men and women, boys and girls and redressing the disadvantages of vulnerable and marginalized groups. It is a strategy to combat social exclusion and refers to the extent that individuals, families, and communities are able to fully participate in society and control their own destinies, taking into account a variety of factors related to economic resources, employment, health, education, housing, recreation, culture, and civic engagement.

Social exclusion describes a process by which certain groups are systematically disadvantaged because they are discriminated against on the bases of their gender, ethnicity, race, religion, sexual orientation, caste, descent, age, disability, HIV status, migrant status or where they live. Poor and vulnerable groups are defined as persons that are prone to danger, attacks, social vices because of their status, background, environment, literacy level, etc. Examples of vulnerable groups are children, women and elderly people. They are also defined as individuals that belong to the lowest socio-economic strata or those who cannot afford the basic standard of living in terms of access to opportunities, social service and wealth.

The opportunities for women in Oyo State are constrained, not least, due to violence and insecurity. This is because many women have experienced either non-partner sexual violence or physical or sexual violence by an intimate partner, or both.

Policy Thrust

To ensure that all the vulnerable groups are brought within the safety net of Oyo State.

Major Causes of Vulnerability in Oyo State

a. Lack of proper education.

- b. Poverty.
- c. Insecurity.
- d. Gender inequality.
- e. Unemployment.
- f. Internally displaced individuals.
- g. Weak legislation and/or enforcement.
- h. Orphanhood.
- i. Destitution.
- j. Carriers of diseases such as HIV/AIDS.
- k. Decayed rural and urban infrastructure.
- l. Poor living conditions.
- m. Poor database of the vulnerable groups in Nigeria.
- n. Inadequate budgetary allocation on issues with respect to the vulnerable groups.
- o. Inadequate social facilities for youth and the handicapped.
- p. Abandonment of the elderly by family.
- q. Loss of memory for the elderly.
- r. Inadequate feeding for the elderly.
- s. Lack of awareness and stigmatization in the society.
- t. Lack of good political will.

Proposed Interventions

Our proposed intervention with respect to social inclusion and protection will cover:

Women's Rights

1. Domestication of International Conventions on violence against women.
2. Ensuring gender balance in all decision-making positions.
3. Institutional framework for combating violence against women.
4. Appointment of women into government positions.

Child Rights

1. Institutions and mechanisms to promote and protect child rights.
2. Adoption of policies to protect child rights.
3. Promotion of child rights and

- advocacy/awareness.
4. Institute the Save the Children and Action Against Hunger program with Local Government Ministries and Authorities.
5. Enforce the right to education for the girl child.
6. Orphan and Vulnerable Children Education Support Program.

Disability Rights

1. Domestication of international conventions on the rights of the physically challenged.
2. Institutional framework for enforcement of compliance with equal opportunity principle.
3. Establishment of the social trust funds.
4. Enhance access to financial opportunities.
5. Healthcare assistance (healthcare cost reduced fees/subsidized medicines for intended beneficiaries).
6. Targeted income support.
7. Health insurance scheme for the elderly.
8. Establishment of a commission for people living with disabilities.
9. Provide a legal framework that specifically protects intended beneficiaries including children through inheritance rights, birth registration, child care services and breastfeeding.
10. Adequate interaction with PWD association and cluster group for data.
11. Encourage the private sector to hire persons with disabilities or other vulnerable groups by imposing quotas or tax incentives.

Vulnerable Elderly People

1. Domestication of international conventions on the rights of the physically challenged.
2. Construction of the old people's home

- for elderly people who have no other options for accommodation.
3. Enhanced opportunity to access medical facilities.
4. Enhanced opportunity to access medical/trained nurses.
5. Health insurance scheme for the elderly.

Other Intervention Strategies

Other intervention strategies for social inclusion and protection will include:

1. Conduct a situational analysis of the depth of social inclusion and protection in the state.
2. Adult education programmes to reduce illiteracy.
3. Enhance the capacity of the officials in the Ministry of Women Affairs and Social Development's departmental records-rehabilitation services.
4. Adequate budgetary allocation on issues with respect to the vulnerable groups.
5. Strengthening the orphan and vulnerable groups monitoring and evaluation system.
6. Planning to conduct census/data capture for the people living with disabilities (PWD).
7. Adequate distribution of social protection facilities across the state.
8. Political will especially with respect to the rural areas.
9. Institute policies to address the cases of the mentally challenged.
10. A system of beneficiary identification (ID) will be developed to distinguish program beneficiaries from non-beneficiaries.
11. Anchor social protection in Medium Term Expenditure Framework (MTEF).
12. Introduce analytical tools that would allow policymakers to make informed decisions regarding social protection interventions (cost and benefit analysis, social impact analyses, etc.).

Security



Introduction

It is widely recognized that we live in an increasingly unsafe society. Rising crime rates of all types indicate the need for crime prevention not only in government but also in businesses and neighbourhoods.

Our intervention with respect to crime and security will cover strategic issues such as crime control, policing, security, theft, workplace violence and crime, fear of crime, civil disorder, kidnapping, cultism, white collar crime and anti-social behaviour.

Our administration is ready to work very closely with communities and all stakeholders to develop very effective and efficient strategies that will ensure the security and safety of communities in the state.

Indeed, we are committed towards the peaceful and tranquil atmosphere for individuals to pursue their lawful businesses in Oyo State.

Policy Thrust

To make Oyo State the most secure state in Nigeria in order to make it conducive for economic and social development.

Key Challenges

Identified challenges in preventing Crime and Security, are:

- a. Insufficient manpower for the security agencies.
- b. Lack of conventional equipment for security agencies.
- c. Poor welfare for security agencies.
- d. Overlapping functions of existing

security agencies.

Proposed Strategies

Our proposed strategies to fight crime in Oyo State will include:

1. Enhance community participation in crime prevention under the neighbourhood watch programme.
2. Ensure adequate mechanisms exist for ensuring safety of citizens and property.
3. Advocacy across the state to seek reduction of the crime incidence rate.
4. Establish an emergency response system.
5. Setting up of security control room.
6. Purchase of modern equipment and logistics for security agencies to fight crime.
8. Welfare support to the security agencies.
9. Willingness and ability of government to listen to, hear and respond to the people and address their expressed interest.
10. Ensuring of public vigilance at all levels.
11. Effective capacity building for security agencies (training and re-training).
12. Provision of operational vehicles to security agencies.
13. Enhanced funding support to the security agencies.
14. Provision of toll free line to the citizens to reach security agencies in period of emergencies.
15. Effective provision of crime information.

CONCLUSION

This strategic plan document identifies specific challenges to major governance issues in Oyo State which the current administration was unable to effectively address in its two-term tenure.

It outlines the proposed strategies we plan to implement to address these issues upon assumption of office in 2019. One significant feature of the strategic plan is to specify the magnitude of the tasks involved.

The major policy thrust of our intervention is to revitalize the economy of Oyo State and maximize the exploitation of the various potentials of the state to create wealth, cultivate the private sector and improve the welfare of the populace. Hence, the suggested policies and action plans to achieve this goal.

Given the changing domestic and global economic landscapes, sectoral initiatives to enhance competitiveness of Oyo State at the national and global level and resilience are to be given high priority.

Our vision is therefore expected to serve as a guide for governing the state from the year 2019 in order to attain the competitive structure of our beloved state.

Working together with the ministries, agencies, and the private sector, we will sustain the trust in our effective delivery capacity, and make our aspiration of achieving a new dawn in Oyo State realistic.

Together, we can all take Oyo State to greater heights!

Seyi Makinde
Seyi Makinde

