

COMMERCE AND INDUSTRY SECTOR

2021 – 2023 MEDIUM-TERM SECTOR STRATEGY (MTSS)



SEPTEMBER 2020

Foreword

One of the barometers for measuring the level of development of a State is her level of industrialization and tempo of commercial activities. For commerce to thrive and for industrialization to have a strong foothold, several critical supporting services and activities must be in place. These include, among others, access to affordable credit facilities, pragmatic promotion of entrepreneurship, productive exploitation of natural resources, harnessing the potentials of the youths who constitute the most productive segment of the State population and a result-oriented promotion and development of the cultural endowment and tourism potentials of the State. The foregoing falls within the mandates of the respective constituent Ministries, Departments and Agencies (MDAs) under the Commerce and Industry Sector of the State Development Plan.

The pervading problems of unemployment, poverty and hunger collectively constitute a time bomb which must be detonated. The sector obviously has a pivotal role to play to put these undesirable elements at bay. Our mission is to create a wealthy state through harnessing available resources to boost investment that impact on business enterprises with benefits to all stakeholders across the State. The road map to achieve this has been clearly defined in this medium-term sector strategy (MTSS) document. Programmes and projects of the constituent MDAs have been harmonized and streamlined to ensure their effective implementation during the plan period.

Strategies to industrialize the State and make her the hub and preferred destination for commercial activities and transactions have been carefully articulated. These included a strategy to ensure access of business operators to soft loans that will ensure thriving of enterprises and creation of sustainable wealth. Furthermore, youth-centred empowerment programmes have been carefully fashioned out. The rich cultural heritage of the State as well as her legendary monuments of global tourist significance and attractions have been appropriately captured. In effect there is no doubt that faithful implementation of the programmes and projects contained in this MTSS document of the Commerce and Industry Sector will boost the State economy, have salutary effect on the other sectors and place the State on the path of sustainable socio-economic development.

It is germane for me to state that the present administration of Mr Adegboyega Oyetola is building on the solid foundation laid by the previous administration for the industrial and commercial take-off of the State. This is eloquently seen in infrastructural upgrade evidenced in massive construction of durable intra and inter-State roads, rehabilitation of water works and concerted efforts at power generation on the platform of Public Private Partnership (PPP). The present administration intends to build on the efforts of the past administration by strengthening the existing strategies. What needs to be done is for this administration to faithfully build on this foundation by implementing the projects which have been presented in this document.

It is my pleasure to present to you the 2020 – 2022 MTSS of the Commerce and Industry Sector and to urge all the Sector's stakeholders to contribute maximally towards an effective implementation.

Dr Henry Bode Olaonipekun

HONOURABLE COMMISSIONER,

Ministry of Commerce, Industries, Cooperatives & Empowerment

September, 2020.

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Acknowledgement

The production of this Medium-Term Sector Strategy (MTSS) of the Commerce and Industry sector is a product of painstaking brainstorming, in-depth research and commitment of diverse internal and external stakeholders. The principal internal actors included the political and career leadership as well as the staff of the constituent Ministries, Departments and Agencies (MDAs) of the Sector. **The immense contributions of these leaders and staff of the Ministry of Commerce, Industries, Cooperatives & Empowerment, Ministry of Culture and Tourism, Osun Micro-Credit Agency, Tourism Board and the Council for Arts and Culture are deeply appreciated.**

Notable among the critical external stakeholders, whose invaluable inputs have added value to this document are the leaders and members of the Organized Private Sector (OPS); including the Nigerian Association of Small and Medium Enterprises (NASME) and the National Association of Small-Scale Industrialists (NASSI). Others in the informal sector are those of the Federation of Informal Workers' Organizations of Nigeria (FIWON), the Artisans' Association of Osun State (AAO), Market Women and Men's Associations as well as other private operators in Commerce and Industry Sector. The contributions of these organisations are duly acknowledged.

The role of the Management and staff of the Ministry of Economic Planning, Budget and Development (MoEPBD) that coordinated the production of this document, particularly in organizing very productive and highly functional Envisioning / Capacity Building Workshops for Sector Planning Teams (SPTs) with world-class resource persons is, without mincing words, spectacular and immensely appreciated. The comments and suggestions of colleagues at the workshops who do not belong to this Sector, which have enriched this document are also duly acknowledged.

The State Governor, Mr Adegboyega Oyetola, is highly appreciated for the provision of the enabling environment and for making available necessary resources for the production of this important document.

Finally, all glory must go to Almighty God for giving both the leadership and followership in this State the wisdom and wherewithal to chart the course of irreversible development for the State.

Ebenezer Olajide Fadugba

Coordinating Director,

Ministry of Commerce, Industries, Cooperative & Empowerment.

September, 2020

Table of Acronyms

Acronym	Definitions
AAO	Artisans' Association of Osun State
BOA	Bank of Industry
ERGP	Economic Recovery and Growth Plan
FIWON	Federation of Informal Workers' Organizations of Nigeria
IGR	Internally
MDAs	Ministries, Departments and Agencies
MOEPB	Ministry of Economic Planning and Budget
MSME	Micro, Small and Medium Enterprise
MTSS	Medium Term Sector Strategies
NASME	National Association of Small and Medium Enterprises
NASSI	National Association of Small-Scale Industries
NEPA	New Partnership for Africa Development
OPS	Organised Private Sector
OSSG	Osun State Government
OYES	Osun State Youth Empowerment Scheme
PPP	Public Private Partnership
SDP	State Development Planning
SDPT	State Development Planning Team
SEED	State Economic Empowerment and Development Strategies
SLOGOR	State and Local Government Reform Project
S M E	Small and Medium Enterprises
S P T	Sector Planning Team

S D G	Sustainable Development Goals
SODP	State of Osun Development Plan

Executive Summary

The key motivation for developing this Medium-Term Sector Strategy (MTSS) is to have a document which will guide all stakeholders in the orderly development of the State in the areas of commerce, industry, tourism, culture, empowerment, youth engagement, enterprise, wealth creation and cooperatives.

In all, six programmes are to be pursued in the medium term **(2021-2023)** period. The programmes are commercial and industrial development, business financing, wealth creation. Others include indigenous products development, tourism development and cultural promotion. The expected outcomes from these programmes are increased commercial and industrial activities and increased access to investible fund. Others are enhanced income, enhanced growth of indigenous products, increased revenue (IGR) from tourism activities and increased revenue from cultural promotion activities.

The total costs of the programmes for each of the years 2021, 2022 & 2023 are **₦5,095,239,283.00**, **₦3418559700.00** and **₦2,167,262,460.00** respectively. In order to bring the total costs within the indicative budget ceilings, prioritization of all projects was carried out. Costing of the projects was carried out starting with the first on the priority list and going down the ladder until the budgetary provision is exhausted. Only projects which can be accommodated within the budget ceiling were admitted into the MTSS proposals.

Monitoring and evaluation of projects will be by teams of relevant officers who will be assigned to carry out these exercises within the spheres of their professional competence. A Sector Performance Review (SPR) will be carried out after one year of implementation of this MTSS to assess the extent of the achievement of the stipulated performance targets.

Critical success factors for the implementation of the MTSS include timely and adequate funding of projects, faithful implementation of the projects by succeeding administrations as well as regular and appropriate capacity enhancement of implementing officers.

Chapter One: Introduction

1.1 Objectives of the MTSS Document

The MTSS is a critical integral part of the State Development Plan (SDP). Its objectives are to ensure effective implementation of the SDP, promote transparency and accountability in Government expenditure, facilitate monitoring and evaluation as well as assess performance of Government expenditure and to ensure that Government expenditures reflect Government priorities.

Annual budgets are prepared on the basis of the provision of the MTSS while Annual Operational and Departmental Work Plans and Cash Flow Projections derive from the MTSS. In essence, the MTSS occupies a central position among the planning documents for the State.

1.2 Summary of the Process used for the MTSS Development

The starting point of the process used for the development of this MTSS was the constitution of the Sector Planning Team (SPT). The team had members drawn from the Ministries of Commerce, Industry, Cooperatives & Empowerment, Osun Tourism Board, Ministry of Culture and Tourism, Osun Micro-Credit Agency and the Council for Arts and Culture. Leaders and members of the Organized Private Sector were also part of the team. The team members were taken through capacity-enhancing workshops organized by the MoEPBD. Thereafter, key internal and external stakeholders in the sector were assigned to handle specific parts of the document. That was followed by the collation and fine-tuning of their respective inputs.

1.3 Summary of the Sector's Programmes, Outcomes and Related Expenditures

The Programmes proposed for implementation during the MTSS period, their respective outcomes and expenditures with indicative budget ceilings are presented in Table 1 below.

Table 1: Programmes, Expected Outcomes and Proposed Expenditures

Programme	Expected Outcome	Proposed Expenditure		
		2021 (000)	2022 (000)	2023 (000)
1.1 Commercial and Industrial development	Increased Commercial & Industrial Activities	1,903,980,159.00	1,157,400,000.00	788,400,000.00
1.2 Business financing	Increased access to investible fund	310,121,000.00	368,350,000.00	309,365,000.00
1.3 E- Commerce	Enhanced Digital Economy	15,235,200.00	13,785,200.00	13,785,200.00
1.4 Tourism development	Increased Revenue from tourism activities	2,794,443,421.00	1,751,624,000.00	965,214,000.00
1.5 Cultural promotion	Increased Cultural Sites Development Revenue and Sustenance of cultural Values	71,459,503.00	127,400,500.00	90,498,260.00
Total Cost		5,095,239,283.00	3,418,559,700.00	2,167,262,460.00
Indicative Budget Ceiling		1,036,223,360	243,254,187	338,411,239
Indicative Budget Ceiling – Total Cost		-4,059,015,923	-3,175,305,513	-1,828,851,221

1.4 Outline of the structure of the Document

This MTSS report is in five chapters. The contents of each chapter are briefly described as follows:

Chapter 1: This chapter contains the Introduction to the document. It gives a summary of the key objectives of the MTSS document; the process employed for the development of the MTSS

and the Sector's programmes, expected outcomes and related expenditures. The chapter ends with an outline of the structure of the MTSS document.

Chapter 2: This focuses on the Sector and Policy in the State. It begins with a brief introduction to the State which is followed by an overview of the Sector's institutional structure. The current situation in the Sector is highlighted while the Sector policy is enunciated. The Sector's Mission, Vision and Core Values are stated. The chapter closes with a statement of the Sector's objectives and programmes for the MTSS period.

Chapter 3: The chapter is about "The Development of Sector Strategy". Major challenges confronting the Sector are outlined and resource constraints highlighted. This is followed by prioritization of projects and the presentation of both the existing and projected personnel and overhead costs. A description of likely activities of partners in the Sector is given while cross-cutting issues were addressed. Next is the outline of the main strategies and core activities of the Sector's MTSS. The justification for the strategies chosen are described while the organizational responsibilities for implementing the strategic plan are stated

Chapter 4: Three-year expenditure projections are given in this chapter. The process of making the projections are elucidated.

Chapter 5: Monitoring and Evaluation constitute the focus of this concluding chapter of the MTSS document. The conduct of the annual sector performance review and organizational arrangements for monitoring, data collection and analysis as well as the mode of reporting the results and the use of same are articulated to conclude the document.

Chapter Two: The Sector and Policy in the State

2.1 A Brief Introduction to the State

The State of Osun, which was created on 27th August 1991, is centrally located in the South-Western part of Nigeria as it is bounded by Ogun, Kwara, Oyo and Ondo States in the south, north, west and east respectively. The reported population of the State as at 2006 population census was 3,416,959 while the projected figure for 2018 is 4,974,919; using 3.18% growth rate. The latter figure is made up of 50.8% males and 49.2% females. The youth within the age bracket of 18 and 35 accounted for 38.7% of the projected population. The populace is highly literate and articulate, constituting a virile and productive workforce.

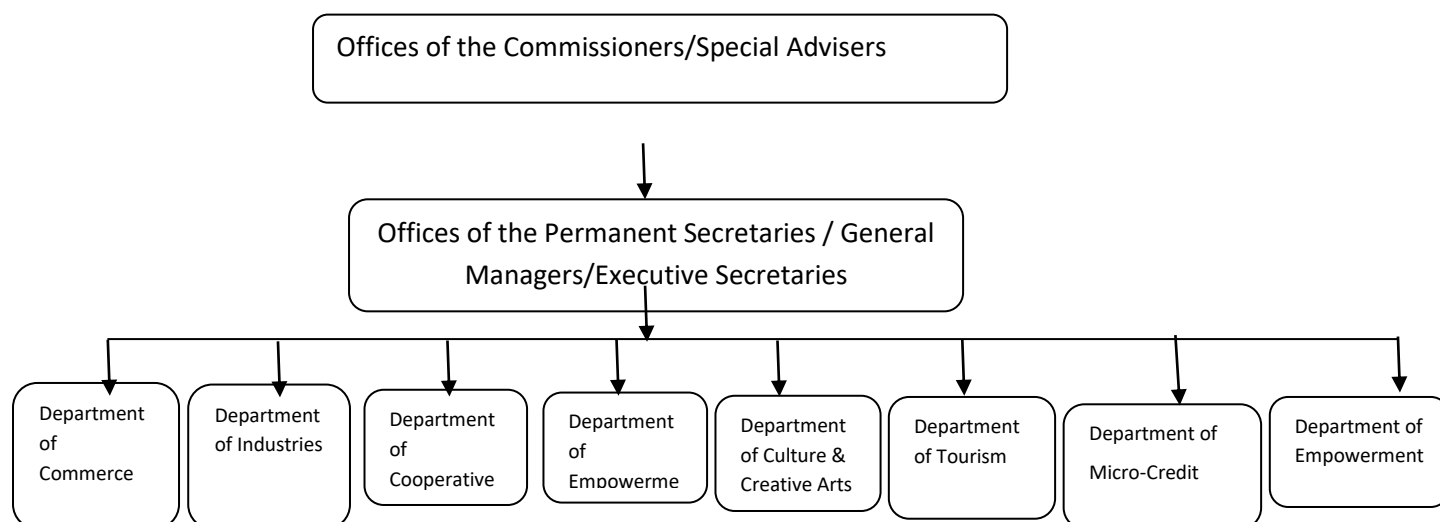
The people of the State have a rich cultural heritage which finds expression in their arts, literature, music and other social activities. The State is a haven for tourism as several globally acknowledged tourist centres abound within its borders. The total land mass of the State is 917,855 hectares (Ha). 316,783Ha of this is cultivated while settlement accounts for 31,245Ha and water body for 1,392Ha. Forest cover and fallow land account for 568,565Ha. The resource endowment of the State in the areas of agriculture and solid minerals, is massive. With these and a strongly agrarian population, the State is a potential industrial and commercial giant. Availability of generally reliable infrastructural facilities coupled with security and peace which the State enjoys, and which rank her among the best in Nigeria make the State a most preferred investment destination.

The services of the Commerce and Industry sector in the areas of industrial extension, commercial development, provision of credit facilities for businesses to thrive, promotion of tourism, arts and culture are in high demand and are being reasonably met. There is however the need to continually expand the scope of these services with the continuous growth in demand for same.

2.2 Overview of the Sector's Institutional Structure

The organization structure of the Sector has political functionaries namely, Commissioners and Special Advisers to the State Governor as the heads of various constituent Ministries, Departments and Agencies (MDAs) of the Sector. Next in authority are the Accounting Officers who are technocrats and who are Permanent Secretaries in Ministries and General Managers/Executive Secretaries in other constituent agencies. There are Directorates headed by Directors who are departmental heads and who report directly to the Accounting Officers. Each department has divisions which are further divided into sections and units which handle assignments and render services for which officers in each are professionally competent to handle. Generally, the Sector's organization structure is as follows:

ORGANOGRAM OF THE SECTOR



The Sector is made up of two Ministries and three agencies. The Ministries are those of Commerce, Industries, Cooperatives and Empowerment and Culture and Tourism. The operational departments in the former are those of Commerce, Industries, Cooperatives & Empowerment while in the latter we have Tourism & Museum & monuments. The agencies and their respective core departments include Osun Tourism Board with the department of Tourism, the Council for Arts and Culture, having the departments of Culture and Arts respectively and Osun Micro-Credit Agency with Micro-Credit department.

The Ministries have Commissioners as the political heads and Permanent Secretaries as the Accounting Officers.

The agencies have Boards which are composed of politicians with Board chairman at the head. The Accounting Officers in the agencies are variously Permanent Secretaries, General Managers or Executive Secretaries.

In terms of quality, competence and professional qualifications, the staffing of the MDAs is fairly adequate. However, there are gaps in the numerical strength of the staff which need to be filled. Regular staff capacity enhancement is also required for sustainable, efficient, effective and prompt service delivery.

2.3 The Current Situation in the Sector

The Commerce and Industry sector has a pivotal role to play in the quest to reposition the State with a view to ensuring her rapid and sustainable socio-economic transformation. The vision of having a prosperous State in a secure and sustainable environment is achievable, and in a record time too, if the Commerce and Industry Sector is appropriately energized.

Presently, this Sector renders services in the areas of business development and growth; provision of affordable credit facilities for the establishment, maintenance and expansion of enterprises; provision of skill upgrade and vocational training, provision of enabling

environment for tourism, arts and culture to thrive; and enhancement of the frontiers E-Commerce. Industrial extension and business clinic services are regularly rendered to appropriately address challenges of industrialists and other business operators. Annex 1 shows a list of beneficiaries of business clinic services.

Gender-sensitive credit facilities with single digit interest rates were extended to entrepreneurs in both the formal and informal sectors of the State economy. A sectoral presentation of beneficiaries under the State Micro-Credit Agency from 2014 to 2017 is presented in Annex 2 while those under the OSSG-BOI MSME Fund are captured in Annex 3. Tourist centres, which spread across the State, are being developed to provide recreational facilities for both local and foreign tourists. The sector has the ability to attract and retain investors which will encourage business development and growth & enhance wealth creation in the State.

The sector however faces some challenges. Notable among these are: poorly developed industrial clusters; low entrepreneurial capacity which limits the growth of private enterprises; nonchalant attitude of beneficiaries to loan repayment, inadequate personnel, to drive the programmes and consequently limits their growth: lack of adequate data for planning; as well as low internally generated revenue, poor exposure to modern technologies, jobs loss and failed businesses as a result of Covid-19 pandemic. This MTSS is fashioned out to address these and other challenges.

2.4 Sector Policy

The main policy objective of the Commerce and Industry sector is to harness both human and material resources of the State for developmental purposes largely on Public Private Partnership (PPP) platform. In keeping with this, the State government provides an enabling environment for private businesses and tourism to thrive in the State.

Government does this through provision of infrastructural facilities, rendering of goodwill services to businesses, provision of land for business operation at concessionary rates and, where desirable, minority equity contribution which puts the management of businesses in the hands of the majority shareholding private entrepreneurs and through the promotion of cultural heritage and tourism activities.

This policy thrust has, in recent times, led to increased jobs and wealth creation through the establishment of new and resuscitation of moribund industries as well as establishment of modern markets.

The following high-level policy documents were reviewed in the course of preparing this MTSS: Economic Recovery and Growth Plan (ERGP) of the Federal Government; Sustainable Development Goals (SDGs); New Partnership for African Development (NEPAD); Regional Ease of Doing Business Strategy Document in the Southwest; State of Osun Development Plan (2019-2028); State Economic Empowerment and Development Strategy (SEEDS) I (2004-2007); State Economic Empowerment and Development Strategy (SEEDS) II (2008-2011); and Osun State Medium Term Sectoral Strategy (MTSS) (2008-2010). Others are Nigeria Industrial Policy, Osun State Industrial Policy, Osun Tourism Investors' Guide, the Manifesto of the Governor: My Covenant of Continuity & Consolidation with the People of Osun, Mr Governor's Agenda with

Citizen's Assessment Needs, Annual Budgets of the constituent MDAs of the Sector and COVID-19 strategies for quick recovery of the Economy of Commerce and Industry.

Three out of the seventeen goals of the SDGs were found to be of direct relevance to this sector. These are the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; as well as building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovations. Programmes and projects have been packaged to ensure the realization of these goals.

The objectives of NEPAD which, among others, are to eradicate poverty, promote sustainable growth and development and accelerate the empowerment of women and youths are taken into consideration in developing this MTSS.

Access to Finance, harmonization of taxes and the ease of doing business initiatives are captured in the ERGP. Interventions to create jobs are a core part of the ERGP. Programmes and projects in this sector's MTSS have been selected to promote job creation.

The SEEDS I and II documents articulated policies for rapid commercial and industrial development of the State. Basically, the policies focus on provision of conducive environment through putting in place infrastructural facilities, utilization of PPP to drive development and encouraging local and foreign direct investment. These policies are encapsulated in this MTSS document.

The Past annual budgets of the constituent MDAs of this sector give historical background on which the 2021 – 2023 MTSS of the Commerce and Industry Sector is built.

This review would have been completed if the law that established Tourism board is available as it is applicable in Lagos State. The government must have a policy that establishes the Osun State Council for Arts & Culture as well as a document on the promotion of Yoruba cultural heritage.

2.5 Statement of the Sector's Mission, Vision and Core Values.

The Mission of this Sector is:

To create a wealthy Osun society through harnessing available resources to boost investment that impact on business enterprises with benefits to all stakeholders in all localities.

The Vision is:

To be the prime sector of the economy of the State of Osun that makes the State the industrial, commercial and cultural hub in Nigeria.

The Core Values of the Sector are:

- Integrity
- Efficiency
- Creativity
- Transparency

- Responsiveness

Operational definitions of the core values are given in Annex 4.

2.6 The Sector’s Objectives and Programmes for the MTSS Period

The Sector’s objectives are to:

- Create a thriving environment for the promotion of commercial & industrial activities;
- Create decent, sustainable and rewarding jobs;
- Spread commercial and industrial development evenly across the State;
- Make the State of Osun a hub of Culture, Tourism and Creativity and
- Create a gender responsive commercial and industrial environment.

These objectives are related to goals set at the State level and captured in the State Development Plan. A summary of the State level goals, Sector level objectives, programmes and outcomes are presented in Table 2.

Table 2: Summary of State Level Goals, Sector Level Objectives, Programmes and Outcomes.

State Level Goal	Sector Level Objective	Programme	Outcome
Goal 2: Achieve diversified and enhanced revenue base by providing enabling business environment which will attract and retain investors and expand existing businesses	Create a thriving environment for the promotion of commercial & industrial activities	Commercial/Industrial development	Increased Commercial/Industrial Activities
		Business financing	Increased access to investible fund
		E- Commerce	Enhanced Digital Economy
	Make the State of Osun a hub of culture, tourism and creativity	Tourism development	Increased revenue from tourism activities
		Cultural promotion	Increased Cultural Sites Development Revenue & Sustenance of

			Cultural Values
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Table 3: Objectives, Programmes and Outcome Deliverables

Sector Objectives	Programme	Outcome Deliverable	KPI	Baseline (e.g. Value of the Outcome in 2020)	Target		
					2021	2022	2023
Create a thriving environment for the promotion of commercial & industrial activities	Commercial/Industrial development	Increased Commercial/Industrial Activities	Level of growth of commerce & Industries	25%	45%	75%	100%
	Business financing	Increased access to investible fund	Level of access to investible fund	10%	35%	60%	100%
	E-Commerce	Enhanced Digital Economy	Ease of Doing Business ranking	0%	40%	75%	100%
Make Osun a hub of culture, tourism and creativity	Tourism development	Increased revenue from Tourism activities	% of revenue from tourism activities	15%	45%	60%	100%
	Cultural promotion	Increased Cultural Sites Development Revenue and Sustenance Cultural Values	Number of cultural sites developed	3	13	23	30

Chapter Three: The Development of Sector Strategy

3.1 Outline of Major Strategic Challenges

Current major challenges in the sector for which strategies have been developed to resolve include but not limited to the following:

- Weak industrial base of the State;
- Low level of commercial activities;
- Poor development of tourist centres
- Poor promotion of cultural heritage;
- Low capacity of artisans;
- Relatively low access to finance for investment projects at very low interest rate;
- Poor exposure and knowledge to information and communication technology;
- Economic downturn and social distance brought about by Covid-19 pandemic

Low internally generated revenue in the State is largely traceable to the weak industrial base of the State and the low level of commercial, tourism and cultural activities. The strategies to overcome these are pragmatic promotion of industrialization through industrial clusters development, markets as well as cooperative development, development of tourist centres and promotion of cultural activities. These strategies will also reduce the rate of unemployment and poverty. Entrepreneurship development, which encompasses life-long skills upgrade to shore up the capacity of artisans as well as fill the skill gap in the industrial sector. The strategy to make access to affordable credit facilities easy for investors is the establishment of a micro-credit agency which makes investible fund available to operators of micro, small and medium enterprises (MSMEs) at single-digit interest rate. The agency, which is already in place, is to be strengthened to sustainably support MSMEs. Aids will also be sought from International donors in the areas of funding of MSMES.

3.2 Resource constraints

Tables 4 and 5 are products of the review of historical budget data of this sector. Table 4 shows the summary of budget data for 2018 while Table 5 shows that for 2019. Budgeted funds for the years were not fully released. Only 18.22%, 13.83% and 0% of the budgeted amounts for personnel, overhead and capital expenditure respectively.

Predictably, the impact of the low releases for capital and overhead costs had been negative. The panacea to this is enhanced funds for better budget performance. If real development is to be experienced in this and indeed other sectors, approvals and releases for capital expenditure should outweigh those for recurrent expenditure. This has been appropriately addressed in this three-year MTSS.

Table 4: Summary of 2018 Budget Data

Item	Approved Budget in 2018	Amount Released in 2018 (Up to June)	Actual Expenditure in 2018	Amount Released as % of Approved	Actual Expenditure as % of Releases
Personnel	4,622,593,540	84,230,528.59	84,230,528.59	18.22	100
Overhead	222,651,200	30,795,500	30,795,500	13.83	100
Capital	564,992,591.96	NIL	NIL	NIL	NIL
Total	5,410,237,331.96	115,026,028.59	115,026,028.59	2.13	100

Table 5: Summary of 2019 Budget Data

Item	Approved Budget in 2019	Amount Released in 2019 (Up to March)	Actual Expenditure in 2019	Amount Released as % of Approved	Actual Expenditure as % of Releases
Personnel	4,882,460,236	141,841,847	273,011,625	2.9	100%
Overhead	291,405,650	44,278,596	89,683,979	15.2	100%
Capital	1,716,223,332	14,803,750	33,711,570	0.86	100%
Total	6,890,089,218	200,924,193	396,407,174	4.23	100%

3.3 Projects Prioritization

It became necessary to prioritize the projects because available resources could not adequately cater for all projects. Only priority projects that could come within the budget ceilings given by the Ministry of Economic Planning and Budget were accommodated. Hence, projects prioritization was carried out.

Eight criteria were used for the prioritization of on-going, existing and new projects. These are the five Development Goals of the State:

- i) Inclusive, sustainable economic growth with full and productive employment that ensures high standard of living for all residents of the State
- ii) Diversified and enhanced revenue base by providing enabling business environment which will attract and retain investors and expand existing businesses.
- iii) World class state infrastructure system that attracts investors, facilitates economic growth and supports the state's priority needs.
- iv) Qualitative and functional education and healthy living in a safe and secured egalitarian society through people-oriented development and v) Cities and human settlements are safe, resilient and sustainable while also conserving the ecosystem. Other criteria used for the scoring are, projects status (either ongoing or new), likelihood of completion not later than year 2023; and nature of project (developmental capital or administrative capital).
- v) Ensure cities and human settlements are safe, resilient and sustainable while also conserving the ecosystem.

Projects were scored with respect to these eight criteria on a scale of 0 – 3; where 3 means that the project satisfied a particular criterion maximally; and 0 means that a project has no effect on the goals at all. The scores on all applicable criteria were summed up; and projects were ranked in a descending order of their total scores. The result of the projects prioritization exercise is presented in Table 6.

Table 6: Summary of Projects Review and Prioritisation (Ongoing, Existing & New Projects)

S/N	Project Code	Project Name	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Project Status	Completion year	Nature of Project	Total Score	Rank	Location	Project Status
1	20102020000100	SKILLS UPGRADE AND ENTERPRENURSHIP DEVELOPMENT PROGRAMME	3	3	3	3	3	3	3	3	20	1	Multiple LGAs	Ongoing
2	20102020000300	PILOT PROJECT PROCESSING PROGRAMME(ONE PRODUCT ONE LOCAL GOVERNMENT	3	3	3	0	3	1	3	3	19	2	Multiple LGAs	Ongoing
3	20102020000200	Development of Ilesa Industrial Estate	3	3	3	0	3	3	3	3	19	2	Ilesa East	Ongoing
4	21105060000100	Upgrade of Recreational Facilities and Car Park at Osun Osogbo World Heritage Site,Osogbo	3	3	3	1	2	3	3	3	19	2	Osogbo	Ongoing
5	20102020000400	Development of Free Trade Zone ,Ede (PPP)	3	3	3	0	1	3	3	3	17	5	Ede North	Ongoing
6	20102020000500	Development of Dagbolu International Market (PPP)	3	3	3	0	1	1	3	3	17	5	Olorunda	Ongoing

S/N	Project Code	Project Name	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Project Status	Completion year	Nature of Project	Total Score	Rank	Location	Project Status
7	20102020000600	Construction of Pavillion at Trade Fair Complex Ido-Osun	3	3	3	0	1	1	3	3	17	5	Egbedore	Ongoing
8	20102020001400	Construction of Storage Facilities Across the State	3	3	3	0	1	1	3	3	17	5	Multiple LGAs	New
9	20102020000700	Rehabilitation of Rural and Feeder Roads linking Aggregation Centres	3	3	2	0	1	3	3	3	16	9	Multiple LGAs	Ongoing
10	20102020000800	Development of Modern Markets across the State	3	3	2	0	3	3	3	1	16	9	Multiple LGAs	New
11	20104050000100	Development of the State's e-market and Digital Economy (Computer & Networking Equipment)	3	3	3	0	2	1	3	3	16	9	Osogbo	Ongoing
12	21105030000200	Development of Jalumi War Cannon Site, Inisa	1	3	2	1	1	3	2	3	15	12	Odo-Otin	Ongoing

S/N	Project Code	Project Name	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Project Status	Completion year	Nature of Project	Total Score	Rank	Location	Project Status
13	20102020000900	Development of Ede Industrial Estate	3	3	3	0	1	1	1	3	15	12	Ede North	New
14	21103060000100	Construction of Cultural Centre at Osogbo	2	2	2	1	1	3	0	3	15	12	Osogbo	Ongoing
15	20102020001000	Renovation & Upgrade at the State College of Commerce and Cooperatives, Ode-Omu	1	1	1	3	1	3	3	3	14	15	Oriade	Ongoing
16	21105030000300	Regeneration of Olumirin Water Falls	0	2	2	0	3	1	3		14	15	Atakunmosa East	New
17	20102020001300	Development of Gbongan Industrial Estate	3	3	3	0	0	1	1	3	14	15	Irewole	New
18	20101010000100	Loan for Micro Projects in all Local Government Areas of the State	3	3	0	0	3	3	3	3	14	15	Multiple LGAs	Ongoing
19	21103060000200	Development of Ile-Ife Assets Cluster	1	3	2	1	1	3	3	1	13	19	Ife Central	Ongoing

S/N	Project Code	Project Name	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Project Status	Completion year	Nature of Project	Total Score	Rank	Location	Project Status
20	21105030000400	Ayikunnugba Waterfall Remedial Works,Oke Ila	1	3	1	1	0	3	2	1	13	19	Ila	Ongoing
21	21103060000300	Renovation of Duro Ladipo Hall at Council for Arts & Culture Premises,Osogbo	0	3	1	0	0	3	2	1	13	19	Osogbo	Ongoing
22	21105030000500	Development of Kiriji Peace Treaty Site & Other Allied Cultural & Historical Spots in Imesi-Ile & Igbajo	1	2	1	1	0	3	3	3	12	22	Boluwaduro	Ongoing
23	20101010000200	Osun Micro Credit Agency Post Covid Subvention for Businesses	3	3	0	0	3	1	1	1	12	22	Osogbo	New
24	20102020001100	Upgrading of Saloon/ Tailoring Units at the Council for Arts & Culture Osogbo	1	2	0	1	0	3	3	1	11	24	Osogbo	Ongoing
25	21105030000600	Rehabilitation of Museums and Monuments in State of	0	3	2	1	0	3	3	1	11	24	Multiple LGAs	Ongoing

S/N	Project Code	Project Name	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Project Status	Completion year	Nature of Project	Total Score	Rank	Location	Project Status
		Osun												
26	21105030000700	Development of Owala International Resort Ilobu	1	3	1	0	1	3	3	1	11	24	Irepodun	Ongoing
27	20101010000300	Post Covid Intervention Programme for Cooperative Enterprises across the State	3	3	0	0	2	1	3	1	11	24	Multiple LGAs	New
28	21103060000400	Purchase of Costumes, Props and Arts Materials by Council for Arts & Culture ,Osogbo	1	1	0	1	0	1	2	3	10	28	Osogbo	Ongoing
29	20102020001200	Construction of Osun Micro- Credit Agency's Office Complex at Osogbo	1	1	0	0	1	1	3	1	10	28	Osogbo	New
30	20102020001500	Establishment of Property Fair Across the State	1	1	2	0	2	1	3	1	9	30	Multiple LGAs	New

S/N	Project Code	Project Name	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Project Status	Completion year	Nature of Project	Total Score	Rank	Location	Project Status
31	20101010000400	Business Support Service Credit Scheme to Artisans Across the State	3	3	0	0	0	1	3	1	9	30	Osogbo	Ongoing
32	21103060000500	Re-Placement of Sculptural Wall Relief within the premises of the Ministry of Culture & Tourism,Abere	0	0	0	1	0	3	3	1	8	32	Osogbo	Ongoing
33	21103060000600	Sculptural Wall & Emblishment of Council for Arts & Culture,Osogbo	0	0	0	1	0	1	3	1	6	32	Osogbo	New
34	20101010000500	Purchase of Operational Vehicle (Toyota Hilux) For Micro Credit Agency	0	1	0	0	0	1	1	3	6	34	Osogbo	New

3.4 Personnel and Overhead Costs

Budgeted Personnel and Overhead costs for 2020 as well as projected figures for each of the MTSS years of 2021-2023 are presented in Table 7. The steady rise in the projected figures is to accommodate increases in salaries and allowances of officers that will arise from their promotion as well as provision for cadets of Osun Youth Empowerment Scheme (O-YES)

Table 7: Personnel and Overhead Costs: Existing and Projected

Expenditure Head	2020		Projections		
	Approved NGN'000	Actual (By June) NGN'000	2021 NGN'000	2022 NGN'000	2023 NGN'000
Personnel Cost	226,008,678.45	89,648,439.68	229,280,503.99	245,571,631.37	263,275,442.13
Overhead Cost	155,852,669.00	7,057,345.00	105,282,326.93	114,391,182.43	123,940,442.06
Total Cost (N)	381,861,347.45	96,705,784.68	334,562,830.92	359,962,813.80	387,215,884.19

3.5 Contributions from our Partners

The present partner in the Sector is the Bank of Industry (BOI). The State Government and the Bank jointly operate a loan Scheme christened OSSG-BOI MSME Matching Fund; under which loans are granted to operators of Small and Medium Enterprises (SMEs) and Cooperative groups engaged in manufacturing industries.

Being a Matching Fund, the State Government provides a counterpart fund which is equal to the amount provided by the Bank. The combined sum is disbursed to the stated target business operators as loans for the expansion of their industrial projects. The Fund is managed by BOI. Table 8 sets out the expected loan amounts and counterpart funds for the years 2021, 2022 and 2023. However, budget ceiling constraint has not allowed this project to be admitted into the MTSS for now. If budget revenue performance records excess, the project may be considered for continued implementation. Presently, the fund injected by the State Government and BOI in 2009 is being revolved.

Table 8: Counterpart Funding

Source / Description of Grant	Amount Expected			Counterpart Funding Requirements		
	2021	2022	2023	2021	2022	2023
	NGN'000	NGN'000	NGN'000	NGN'000	NGN'000	NGN'000
Bank of Industry	250,000	250,000	250,000	250,000	250,000	250,000

3.6 Cross-Cutting Issues

Cross-cutting issues of importance in this Sector are those of gender balance in the implementation of empowerment programmes and sustainability of all programmes under the Sector. The policy in the implementation of empowerment programmes is to ensure equitable accommodation of males and females as beneficiaries while PPP platform in the funding and operation of capital-intensive projects is utilized.

3.7 Outline of Key Strategies

The main strategies and core activities of the Sector are presented in Table 9

Table 9: Summary of Projects' Expenditures and Output Measures

S/n	Outcome	Project Title	Proposed Expenditure			Output	Output KPI	Base Line (e.g. Output Value in 2019)	Output Target		
			2021 NGN'000	2022 NGN'000	2023 NGN'000				2021	2022	2023
1	Increased Commercial/ Industrial Activities achieved	Skills Upgrade and Entrepreneurship Development Programme	16,354,159	16,312,000	16,312,000	Skills of 2000 youths Upgraded	Numbers of youths benefited from skills upgrade and entrepreneurship development programme	-	2000	4000	6000
2	Increased Commercial/ Industrial Activities achieved	Pilot Project Processing Programme (One Product One Local Government	35,188,000	48,488,000	48,488,000	Products produced in local government	Number of Product produced per local government	-	20	50	100
3	Increased Commercial/ Industrial Activities achieved	Development of Ilesa Industrial Estate	90,000,000	50,000,000	60,000,000	Industrial Estate completed	Percentage of completion	0%	55%	75%	100%
4	Increased revenue from	Upgrade of Recreational	8,000,000	8,230,000	6,370,000	world	Percentage of	50	65	80	100

S/n	Outcome	Project Title	Proposed Expenditure			Output	Output KPI	Base Line (e.g. Output Value in 2019)	Output Target		
			2021 NGN'000	2022 NGN'000	2023 NGN'000				2021	2022	2023
	tourism activities.	Facilities and Car Park at Osun Osogbo World Heritage Site,Osogbo				heritage site completed	completion				
5	Increased Commercial/ Industrial Activities achieved	Development of Free Trade Zone ,Ede (PPP)	25,188,000	315,000,000	40,000,000	free trade zone developed	Percentage level of Development carried out	20	35	80	100
6	Increased Commercial/ Industrial Activities achieved	Development of Dagbolu International Market (PPP)	6,000,000	183,000,000	101,500,000	Dagbolu market completed	Percentage level of completion	0	10	70	100
7	Increased Commercial/ Industrial Activities	Construction of Pavillion at Trade Fair Complex Ido-	3,000,000	11,500,000	3,500,000	Completion of pavillion	Percentage of completion	0%	30%	60%	100%

S/n	Outcome	Project Title	Proposed Expenditure			Output	Output KPI	Base Line (e.g. Output Value in 2019)	Output Target		
			2021 NGN'000	2022 NGN'000	2023 NGN'000				2021	2022	2023
	achieved	Osun									
8	Increased Commercial/ Industrial Activities achieved	Construction of Storage Facilities Across the State	80,000,000	63,000,000	57,000,000	Storage facilities provided across the state	Numbers of storage facilities provided	0	30	90	120
9	Increased Commercial/ Industrial Activities achieved	Rehabilitation of Rural and Feeder Roads linking Aggregation Centres	64,500,000	68,000,000	57,500,000	Rural roads rehabilitated	Kilometers of road rehabilitated	0	10	70	100
10	Increased Commercial/ Industrial Activities achieved	Development of Modern Markets across the State	500,000,000	202,500,000	202,500,000	Modern market constructed	Number of modern markets constructed	0	5	15	30
11	Enhanced Digital	Development of the State's	15,235,200	13,785,200	13,785,200	310 trainers fully trained	Number of Trainers trained	0	100	175	310

S/n	Outcome	Project Title	Proposed Expenditure			Output	Output KPI	Base Line (e.g. Output Value in 2019)	Output Target		
			2021 NGN'000	2022 NGN'000	2023 NGN'000				2021	2022	2023
	economy	e-market and Digital Economy (Computer & Networking Equipment)									
12	Increased revenue from tourism activities.	Development of Jalumi War Cannon Site, Inisa	44,500,000	3,550,000	0	Completion of Jalumi war cannon site	Level of completion of Jalumi war cannon site	10%	60%	100%	
13	Increased Commercial/ Industrial Activities achieved	Development of Ede Industrial Estate	130,000,000	90,000,000	80,000,000	Completion of Industrial Estate	Level of completion of Industrial Estate	0%	40%	70%	100%
14	Increased Cultural Sites Development, Revenue &	Construction of Cultural Centre at	42,900,160	90,655,500	61,152,760	Cultural centre completed	Percentage level of completion	0%	30%	80%	100%

S/n	Outcome	Project Title	Proposed Expenditure			Output	Output KPI	Base Line (e.g. Output Value in 2019)	Output Target		
			2021 NGN'000	2022 NGN'000	2023 NGN'000				2021	2022	2023
	Sustenance of Cultural Values	Osogbo									
15	Increased Commercial/ Industrial Activities achieved	Renovation & Upgrade at the State College of Commerce and Cooperatives, Ode-Omu	20,000,000	32,100,000	16,800,000	Cooperative college renovated	Number of classes renovated	0	5	10	15
16	Increased revenue from tourism activities.	Regeneration of Olumirin Water Falls	20,000,000	99,000,000	56,000,000	Olumirin water falls regenerated	Percentage Level of completion	15%	60%	85%	100%
17	Increased Commercial/ Industrial Activities achieved	Development of Gbongan Industrial Estate	140,000,000	70,000,000	90,000,000	Industrial Estate completed	Level of completion of industrial estate	20%	60%	25%	100%

S/n	Outcome	Project Title	Proposed Expenditure			Output	Output KPI	Base Line (e.g. Output Value in 2019)	Output Target		
			2021 NGN'000	2022 NGN'000	2023 NGN'000				2021	2022	2023
18	Increased access to investible fund	Loan for Micro Projects in all Local Government Areas of the State	140,000,000	130,000,000	130,000,000	300 micro projects loans	Numbers of people received loans	0	100	200	300
19	Increased Cultural Sites Development, Revenue & Sustenance of Cultural Values	Development of Ile-Ife Assets Cluster	15,500,000	28,100,000	23,000,000	Assets cluster developed	Number of Assets cluster developed	0	5	10	15
20	Increased revenue from tourism activities.	Ayikunnugba Waterfall Remedial Works,Oke Ila	98,000,000	54,000,000	48,000,000	Construction of waterfall completed	Percentage level of completion	0	50	80	100
21	Increased Cultural Sites Development, Revenue &	Renovation of Duro Ladipo Hall at Council for Arts &	1,240,000	0	0		Percentage level of completion	90	100		

S/n	Outcome	Project Title	Proposed Expenditure			Output	Output KPI	Base Line (e.g. Output Value in 2019)	Output Target		
			2021 NGN'000	2022 NGN'000	2023 NGN'000				2021	2022	2023
	Sustenance of Cultural Values	Culture Premises, Osogbo									
22	Increased revenue from tourism activities.	Development of Kiriji Peace Treaty Site & Other Allied Cultural & Historical Spots in Imesi-Ile & Igbajo	510,000,000	355,000,000	310,000,000	Completion of Kiriji Peace Treaty Site & Other Allied Cultural & Historical Spots	Level of Construction of Kiriji Peace Treaty Site & Other Allied Cultural & Historical Spots	0%	50%	75%	100%
23	Increased access to investible fund	Osun Micro Credit Agency Post Covid Subvention for Businesses	50,000,000	150,000,000	100,000,000	150 people supported with funds	Number of people supported with loans	0	50	100	150
24	Increased Commercial/ Industrial Activities	Upgrading of Saloon/ Tailoring Units at the Council	620,500	0	0	Saloon/ Tailoring Units upgraded	Percentage level of completion	90	100		

S/n	Outcome	Project Title	Proposed Expenditure			Output	Output KPI	Base Line (e.g. Output Value in 2019)	Output Target		
			2021 NGN'000	2022 NGN'000	2023 NGN'000				2021	2022	2023
	achieved	for Arts & Culture Osogbo									
25		Rehabilitation of Museums and Monuments in State of Osun	2,550,000,000	1,150,000,000	500,000,000	Museums and Monuments rehabilitated	Number of Museums and Monuments rehabilitated	0	2	5	10
26	Increased revenue from tourism activities.	Development of Owala International Resort Ilobu	192,000,000	90,000,000	53,000,000	Owala international resort completed	level of development	0%	50%	80%	100%
27	Increased access to investible fund	Post Covid Intervention Programme for Cooperative Enterprises across the State	81,450,000	71,270,000	63,280,000	100 cooperative enterprise supported	Number of cooperative enterprise supported	0	50	100	200

S/n	Outcome	Project Title	Proposed Expenditure			Output	Output KPI	Base Line (e.g. Output Value in 2019)	Output Target		
			2021 NGN'000	2022 NGN'000	2023 NGN'000				2021	2022	2023
28	Increased Cultural Sites Development , Revenue & Sustenance of Cultural Values	Purchase of Costumes, Props and Arts Materials by Council for Arts & Culture ,Osogbo	280,000	225,000	145,500	Costumes materials purchased	Number of costumes materials purchased	0	100	200	300
29	Increased Commercial/ Industrial Activities achieved	Construction of Osun Micro- Credit Agency's Office Complex at Osogbo	163,250,000	0	8,300,000	Completion of Micro Credit Agency Office Complex	Level of completion of the office complex	0%	5%	50%	75%
30	Increased Commercial/ Industrial Activities achieved	Establishment of Property Fair Across the State	10,000,000	7,500,000	6,500,000	Property Fair established Across the State	Numbers of properties fair established	0	3	9	30
31	Increased	Business	18,446,000	17,080,000	16,085,000	Businesses	Numbers of	0	250	350	500

S/n	Outcome	Project Title	Proposed Expenditure			Output	Output KPI	Base Line (e.g. Output Value in 2019)	Output Target		
			2021 NGN'000	2022 NGN'000	2023 NGN'000				2021	2022	2023
	access to investible fund	Support Service Credit Scheme to Artisans Across the State				supported	business supported				
32	Increased Cultural Sites Development , Revenue & Sustenance of Cultural Values	Re-Placement of Sculptural Wall Relief within the premises of the Ministry of Culture & Tourism,Aber e	9,360,000	8,420,000	6,200,000	Sculptural wall replaced	Number of sculptural wall replaced	0	1		
33	Increased Cultural Sites Development , Revenue & Sustenance	Sculptural Wall & Embellishment of Council for Arts & Culture,Osogbo	2,179,343	0	0	Sculptural Wall & Embellishment of Council for Arts & Culture	Number of Sculptural Wall & Embellishment renovated	0	1	3	5

S/n	Outcome	Project Title	Proposed Expenditure			Output	Output KPI	Base Line (e.g. Output Value in 2019)	Output Target		
			2021 NGN'000	2022 NGN'000	2023 NGN'000				2021	2022	2023
	of Cultural Values	o				Renovated					
34	Increased access to investible fund	Purchase of Operational Vehicle (Toyota Hilux) For Micro Credit Agency	20,225,000	0	0	Vehicle procured	Number of vehicle procured	0	1	1	1
	Total		5095239283	3418559700	2167262460						

3.8 Justification

In view of limited financial resources that could not accommodate all identified projects, prioritization of the projects was carried out to determine priority projects that would be implemented within the MTSS period from 2021 to 2023 and to keep within the budget ceiling provided by the MoEPBD. The justification for the chosen strategies is hinged on the prioritization criteria discussed in Section 3.3 above.

3.9 Responsibilities and Operational Plan

The five constituent MDAs of this Sector have specific responsibilities for implementing the strategic plan as each of them has projects to handle as indicated in the last column of Table 9. Each of the MDAs has directorates that are appropriately staffed to effectively deliver on projects assigned to it. Each directorate is also sub-divided into divisions and units to implement specific aspects of projects for which their respective staff have competence to deliver. A comprehensive Operational Plan will be developed when this MTSS would have been translated into the 2021 budget and the budget would have been approved.

Chapter Four: Three Year Expenditure Projections

4.1 The process used to make Expenditure Projections

Some of the key rules of thumb and costing assumptions made in working out the proposed costs of the projects in this MTSS include past experience of expenditure and recent estimates. All costings adhered to two basic rules namely; using the minimum reasonable cost and extending the costing over the three-year time frame of the MTSS. Details of the costing are presented in Annex V

4.2 Outline Expenditure Projections

Tables 7 and 9 give summaries of recurrent and capital expenditures respectively.

Table 10: Three year Expenditure Projections

	2021	2022	2023
Recurrent	334,562,830.92	359,962,813.80	387,215,884.19
Capital	5,095,239,283	3,418,559,700	2,167,262,460
Recurrent:Capital Share (%)	20:75%	29:60%	35:52%

Chapter Five: Monitoring and Evaluation

5.1 Conducting Annual Sector Review

The annual performance review will take the form of measuring the level of attainment of the annual set targets in this MTSS. The review will be carried out a month into the immediate succeeding year. The review process will start with the constitution of a monitoring team. This will be followed by the gathering of relevant data to be used in the performance review exercise. The data will thereafter be used to measure the extent of meeting the annual set targets. The result of the review will be used in making revisions to the MTSS in the succeeding year. The revision may be in terms of scaling up or down projects in view of the reality that emerges from the review exercise.

5.2 Organisation Arrangements

This Sector is multi- disciplinary with diverse professionals handling assignments within their professional competence. Monitoring of projects will be by teams made up of relevant officers who will be assigned to monitor projects within the spheres of their professional competence. Responsibilities in this regard will be assigned as follows:

Type of project	Team
Industrial	Director of Industry and four other relevant officers
Commercial	Director of Commerce and four other relevant officers
Tourism	Director of Tourism and four other relevant officers
Cooperatives	Director of Cooperative Services and four other officers
Cultural	Director of Culture and four other officers
Empowerment	Director of Empowerment and four other officers

Each team will collect and analyze data. The results of the monitoring work will be reported in written form to the SPT. The results will be used to review projects in line with the outcome of the monitoring exercise.

Annex 1: Beneficiaries of Business Clinic Services

S/NO	NAME OF BENEFICIARY	BUSINESS ADDRESS
1.	Riverside Beverages	Gbongan
2.	International Breweries Ltd	Ilesha
3.	Prism Steel Ltd.	Ikirun
4.	Olaoluwa Aina Ltd.	Osogbo
5.	Crown Feeds Ltd.	Osogbo-Near WAEC, Awosuru Area
6.	Yinka Oba Foams	Ilesa
7.	Lawod Metals	Okinni
8.	Mr. Dee	Okinni (Fabricator)
9.	Perfect Impact Nig. Ltd.	Osogbo-Aregbe/Kola Balogun
10.	Johnyet Industrial Enterprises	Ilesa
11.	El-Shadai Farms	Ilesa-Anima Feeds
12.	Rainbow Paints	Ilesa
13.	Ok Tech. Global Concept ventures	Osogbo
14.	Remjum Agric business venture	Egbedi
15.	First class multipurpose business ventures	Ife
16.	Dee-Tech Multilinks services ltd	Okinni
17.	San-hen ventures	Osogbo
18.	Chrisda enterprises	Osogbo
19.	Larry pek integrated company ltd	Osogbo
20.	Young directors Nig. Enterprises	Osogbo
21.	Perfect impact Nig. Ltd.	Kolabalogun, Osogbo
22.	Solab Poverty Alleviation	Osogbo

Annex 2: Loan beneficiaries of Osun Micro-Credit Agency-Distribution by Local Government

S/N	LGA	2017		2018		2019		GRAND TOTAL	G. AMOUNT
		NO	AMT	NO	AMT	NO	AMT	NO	
1	OSOGBO	103	141,000,000	36	6,100,000	42	8,900,000	420	86,980,000
2	BORIPÉ	61	49,000,000	22	5,000,000	38	9,750,000	190	40,770,000
3	IFELODUN	29	4,250,000	10	7,750,000	17	3,750,000	125	27,700,000
4	OLORUNDA	24	4,200,000	37	7,100,000	24	6,050,000	151	28,850,000
5	EGBEDORE	10	1,850,000	30	4,050,000	20	4,550,000	131	25,850,000
6	IWO	14	3,000,000	0	0	8	1,500,000	127	20,950,000
7	ILESA EAST	10	1,850,000	5	900,000	2	400,000	129	14,930,000
8	EDE NORTH	2	350,000	18	2,850,000	15	2,700,000	98	16,100,000
9	IFE CENTRAL	14	1,740,000	14	1,990,000	6	900,000	87	11,620,000
10	IFE EAST AREA OFFICE	2	350,000	3	700,000	2	450,000	95	11,520,000
11	AYEDA ADE	8	1,550,000	3	500,000	2	400,000	60	10,700,000
12	ILESA WEST	2	300,000	3	500,000	9	1,900,000	53	9,470,000
13	IFE EAST	10	1,710,000	5	1,100,000	0	0	36	6,860,000
14	EDE SOUTH	4	800,000	0	0	5	1,250,000	40	7,450,000
15	OROLU	10	1,500,000	0	0	0	0	36	5,950,000
16	IREPODUN	3	500,000	6	1,200,000	0	0	35	5,850,000
17	IREWOLE	0	0	2	350,000	0	0	26	5,250,000
18	EJIGBO	2	300,000	1	200,000	0	0	25	4,450,000
19	ODO-OTIN	14	1,650,000	3	600,000	3	550,000	29	4,700,000
20	OBOKUN	4	650,000	2	200,000	0	0	28	4,150,000

21	BOLUWADURO	14	2,550,000	0	0	0	0	22	4,100,000
22	IFE NORTH	1	150,000	4	650,000	4	1,200,000	27	5,150,000
23	AYEDIRE	2	350,000	1	150,000	0	0	19	3,350,000
24	ORIADE	2	300,000	2	300,000	2	450,000	20	3,630,000
25	ISOKAN	0	0	1	250,000	0	0	16	3,100,000
26	IFE SOUTH	0	0	0	0	1	100,000	18	2,900,000
27	ATAKUMOSA WEST	3	600,000	2	300,000	1	200,000	11	2,000,000
28	IFEDAYO	2	300,000	0	0	1	100,000	8	1,500,000
29	ILA	1	200,000	0	0	2	350,000	8	1,550,000
30	OLA-OLUWA	0	0	1	200,000	0	0	5	1,000,000
31	ATAKUMOSA EAST	1	150,000	0	0	0	0	4	750,000
	TOTAL	352	94,630,000	211	42,940,000	204	45,090,000	2,079	379,130,000

Annex 3: Loan beneficiaries under OSSG-BOI (MSMEs) Fund

S/N	NAME BENEFICIARY	VOLUME OF LOAN ₦
1.	Itesiwaju CICS Limited	3,000,000.00
2.	Iwo Moboluwaduro Asikoloto Coop. Society Limited	3,000,000.00
3.	Osogbo Amun Idunnu MPCS Limited	3,000,000.00
4.	Temidire Olorunda MPCS Limited, Osogbo	1,400,000.00
5.	Woru Egbedore Ibukun Agro Allied MPCS Limited	3,880,000.00
6.	Poultry Association of Nigeria MCS Limited	5,200,000.00
7.	Oyan Odo Otin Optimal CICS Limited	1,880,000.00
8.	Magbagbeola Olode Ife MPCS Limited	8,681,000.00
9.	Ora Igbomina Ifedayo Oluwa Cassava MPCS Limited	1,100,000.00
10.	Araromi Iwata Ejigbo Coop. Society Limited	1,800,000.00
11.	Oju Oja Gbongan Ayedaade Ife Oluwa Fadama	2,000,000.00
12.	Owode (Osogbo) Omo-Ode Shoe Works Coop. Society Limited	1,000,000.00
13.	Osogbo(Olorunda) Irewumi Coop. Society Limited	3,150,000.00
14.	Okuku Igidowo MPCS Limited	7,000,000.00
15.	Ofatedo (Egbedore) His Grace batik, Tie and Die Manufacture Coop. Society Limited	1,300,000.00
16.	Ayetoro (Olorunda) Progressive Brothers Coop. Society Limited	10,000,000.00
17.	Ezeg Quarry Oriade MPCS Limited	10,000,000.00
18.	Ejigbo Anuoluwapo Coop. Society Limited	4,400,000.00
19.	Ejigbo Iselogunse Coop. Society Limited	4,300,000.00
20.	Cogan Farmers Coop. Society Limited	4,000,000.00
21.	Ota-Efun (Olorunda) Imole Oluwa Coop. Society Limited	6,000,000.00
22.	Osogbo Valsaytek Coop. Society Limited	5,700,000.00

S/N	NAME BENEFICIARY	VOLUME OF LOAN ₦
23.	The Great Atlantic Agro-Allied (Orolu) MCS Limited	5,700,000.00
24.	Afole Ota-Efun (Olorunda) Furniture Making Coop. Society Limited	3,000,000.00
25.	Olorunsogo (Egbedore) Ifenirewa Coop. Society Limited	1,000,000.00
26.	Okuku (Odo-Otin) Ewenla Olobi CI & CS Limited	1,000,000.00
27.	Okuku (Odo-Otin) Surulere Piggery Farmers Coop. Society Limited	5,700,000.00
28.	Popo Area Iragbiji Ife Oluwa MCS Limited	4,190,000.00
29.	New Generation Itesiwaju MCICS Limited	4,200,000.00
30.	Olorunda LGA Quarry and Tipper Owners Limited Coop. Society Limited	3,600,000.00
31.	Erin Osun Irepodun Iwajowa CICS Limited	1,800,000.00
32.	Olorunda LGA Quarry and Tipper Owners Coop. Society Limited	3,700,000.00
33.	Dagbaja Ifedapo CICS Limited	5,730,000.00
34.	Ipetu Ijesa Oriade Ifelodun CICS Limited	3,500,000.00
35.	Otapete Ilesa West Asejere Owonikoko Coop. Society Limited	5,000,000.00
36.	Olorunda Tipper Owners MCS Limited	2,350,000.00
37.	Ede Pacesetters CICS Limited	3,500,000.00
38.	Gbamila Egbedore Fadama CICS Limited	2,270,000.00
39.	Baba Ibadan Mafowurosere CICU Limited	5,600,000.00
40.	Ajanaku (Ayedaade) Alasela Fadama Farmers MCS Ltd	4,600,000.00
41.	Oke-Baale (Osogbo) Omilere Coop. Society Limited	4,000,000.00
42.	Alekuwodo (Osogbo) Amazing Grace Coop. Society Limited	2,500,000.00
43.	Moroyin Sekona (Ede South) Ifesowapo Coop. Society Limited	2,500,000.00
44.	Oroki Asala Owode (Osogbo) Fadama Planks Dealer MCS Limited	6,000,000.00
45.	Araromi, Iwo (Iwo) Golden Sisters Coop. Society Limited	2,000,000.00
46.	Ogo Oluwa Oke Osun CICS Limited	2,750,000.00
47.	Kasmo Industry Nig. Limited	24,590,000.00

S/N	NAME BENEFICIARY	VOLUME OF LOAN ₦
48.	Kokoorin Ventures Limited	6,714,000.00
49.	Alh. Muritala Oyetunji and Sons Ltd	114,235,000.00
50.	Agu-Odumegwu Int'l Limited	43,804,000.00
51.	Top Stay International Limited	40,732,000.00
52.	Ollan Holdings Nigeria Limitedg	38,432,000.00
	TOTAL	472,187,000.00

Annex 4: Tourist Attraction And Monuments in the State of Osun

TOURIST ATTRACTIONS AND MONUMENTS IN THE STATE OF OSUN

S/N	NAME	LOCATION
1	Oke Ikoyi (Prayer Mountain)	Ikoyi
2.	Carved Poles	Akire's Palace, Ikire
3.	Oke Baba Abiye	Ede
4.	Late Oyin Adejobi House	Off Station Road, Osogbo
5.	Late Duro Ladipo (Mbari-Mbayo)	Station Road, Osogbo
6.	Ogiyan Shrine	Oko Road, Ejigbo
7.	Atamora Cave and Bird Watching Centre	Ikire
8.	Ope Olori Meta (three Headed Palm Tree)	Ile-Awiye, Oke Baale, Osogbo
9.	Akalako Monument	Market Square, Ipetumodu
10.	Timi-Agbale Monument	Ede
11.	DokunDosa Lake	Back of More Police Station, Ile-Ife
12.	Eko-Ende Water Front (Oore Dam)	Eko-Ende
13.	Ejinmo Hill	Erinmo-Ilesha
14.	Kiriji Memorial Battle Field	Igbajo & Imesi-Ile
15.	Onirese Calabsh and Antiquity Centre	Station road, Osogbo
16.	Oke-Iragbiji Shrine and Caves	Iragbiji
17	Oke Maria Spiritual Site	Otan-Ayegbaju
18.	Remnants of Jalumi War Mortals	Inisha
19.	Warm Water Spring	Abalegemo Via Ila-Orangun
20	Ayikunnugba Waterfalls	Oke-Ila Orangun
21	Igi-Nla (Mysterious Tree)	Iwara Via Iwo

22.	Ancient Palace of Ataoja Oja-Oba	Osogbo
23.	Osun Osogbo Sacred Grove and World Heritage Site, Igbo Osun	Osogbo
24	Okinni Water Dam/Front	Okinni
25	Talking Drum Timi's Palace	Ede
26	Statue of Timi of Ede (Sango)	Timi's Palace, Ede
27	Imesi-Ile Mysterious Caves and Rocks	Imesi-Ile
28.	Mineral Spring	Esa-Oke
29	Naturally Carved Foot-Prints	Esa-Oke
30	Ipole Ancient Palace of Owa-Obokun	Ipole-Ijesa
31	Ipetu-Ijesa Forest Reserve (White Porcupine)	Along Ilesa-Akure Expressway, Ipetu-Ijesa
32	Olumirin Waterfalls	Erin-Ijesa, Along Ilesa-akure Expressway, Erin-Ijesa
33	The Statue of Owa Obokun	Ereja Square, Ilesa
34	The Ancient Wall Clock Obokungbusi	Town Hall, Ilesa
35	Ogedengbe Cenotaph	Ereja Square, Ilesa
36	Ooni's Palace	Enuwa Area, Ile-Ife
37	Agbonniregun Temple	Oke-Itase Street, Ile-Ife
38	Oranmiyan Staff	Mopa Area, Aarubidi, Ile-Ife
39	Oluorogbo Temple	Ilode Street, Ile-Ife
40	Igbo-Olokun Shrine	Ilode Street, Ile-ife
41	Oduduwa Shrine and Grove	Ido Area, Oduduwa Street, Ile-Ife
42	Baba Sigidi Burst Baba Sigidi Compound	Iremo, Ile-Ife
43	Igi-Nla (Mysterious Tree) Oke-Oora	Mokuro, Ile-Ife

44.	Ibodi Forest Reserves (for Monkeys)	Ibodi-Ijesa
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