



OSUN STATE DEVELOPMENT PLAN 2023 – 2050

Taking Osun State to a Higher Level



**Ministry of Economic Planning, Budget and Development
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FOREWORD

The creation of Osun State, from the old Oyo State in 1991 was primarily to fast-track development of the geographical region. Since the inception of the State, different administrations have made spirited efforts to address development issues in several ways. However, close to three decades later, data indicates that the efforts have not yielded the desired results .

Indeed, the records indicate that attempts were made at different times to fashion out development agenda vis-à-vis development plans, which were meant to guide a systematic evolution of a modern state, but there was little or no link between such plans and the annual budgets of the government. As such, each administration came up with its own idea of development and pursued same without reference to historical antecedents. The resultant effect was a stunted and uncoordinated growth process in virtually every sector of the State economy.

In the light of this, a need for Public Fiscal Reforms (PFR) became obvious and was considered an adequate strategy to mitigate the gaps identified in the disconnect in policy-plan-budget linkage in the state. This gave birth to the State Development Plan (SDP) 2019-2028, the first of its kind in the history of the state to address gaps in policy-plan-budget linkage which I had the privilege of serving as Chairman of the Steering Committee when it was conceived and executed in 2018. I thus, had the opportunity to study the content of the document, its robust contents and potential benefits to the people of the State relative to the immediate, medium and long term. The Plan has, since its development, certainly opened new chapters in public sector financial management in Osun State.

The revised SDP (2023-2050) is a follow up to SDP (2018-2028). The SDP (2018-2028), is robust and inclusive in terms of stakeholder participation and citizen engagement and ensures that no one is left out. The implementation of the plan commenced in 2019 and has spanned more than three years. Meanwhile, it is one thing to have a plan that is inclusive but another to have a plan with strategies or actions that address emerging issues or unforeseen or unpredictable risks such as

natural disasters, COVID-19 Pandemic, etc. For instance, the COVID-19 Pandemic has critically threatened the realization of the State government's goals enumerated in the old plan through various set targets. In order not to worsen unemployment and poverty rates in the State, it became compelling to put in place practical measures that will not only lead to economic recovery but also expand job creation in the State. At the point of formulating the SDP in 2018, all necessary economic key assumptions were taken into consideration.

The World Bank has projected the population of Nigeria to be over 400 million by 2050¹, and the population of Osun State is projected to increase from about 5 million to over 10 million people. This is enough for a thoughtful and conscious leader to be concerned about how to identify and bridge the gaps that exist between the current stock of capital and expected deliveries to take care of the population growth of Osun State. Also, many micro economic assumptions underlying crafting of the 2019 to 2028 State Development Plan have changed because of the Covid-19 pandemic as earlier mentioned. Consequently, the state needs to embark on a comprehensive review of its blueprint to accommodate all these gaps. The review has strengthened the mainstreaming of the Sustainable Development Goals (SDGs), 2021-2025 Medium Term National Development Plan (MTNDP) and climate change alongside the sector driven objectives of the State.

I am delighted that the revision of Osun State Development Plan 2019-2028 took place during my administration as the Executive Governor of the State. This has given my administration the opportunity to unlock the State's potential in mining and solid minerals and culture and tourism to enhance the IGR of the State. We were also able to tap into human capital development to harness demographic dividends, that is, the developmental benefits or economic growth that a country derives from investing in young people that may arise from population progression of the State. This facilitated the creation of four additional development sectors in the revised SDP. The amendment was done with much

¹ UN Medium-Projection 2015

consideration, having realized that the resources accrued to the state through the Federation Account Allocation Committee (FAAC) together with the meagre Internally Generated Revenue of the state could not sustain the huge deficit development gaps in infrastructure, education and health sectors. These sectors are targeted for promoting human capital development at all levels of government and across the state.

At this juncture, let me thank the United Nations Development Programme (UNDP) for felicitating the process of reviewing the plan through the Ministry of Economic Planning, Budget and Development and Osun State's Office of SDGs. Having understood that the resources available to our State are meager compared with the huge responsibilities and the substantial demands and needs of the citizens of the State.

The preparation of this revised SDP also involved all critical stakeholders. These comprised the legislature, the judiciary, members of other political parties who are potential future administrators of our state, representatives of Organized Private Sector (OPS), Civil Society Organizations (CSOs), Community Development Associations (CDAs), Development Partners (DPs), as well as market women and men. The state bureaucracy was also very involved. The importance of involving the state bureaucracy cannot be over emphasized as technocrats will implement the SDP. Consequently, a plan jointly prepared by them, and other stakeholders will be easy to implement.

This Plan has gone through inclusive sector and global validation in which critical stakeholders examined its contents and made vital input. Its implementation strategies, with specific policies and targets, are aligned with the

Sustainable Development Goals (SDGs). The Integrated Sustainable Development Goals (ISDGs) model was also considered for modelling and structuring of the Plan. The state's vision is *"to be a prosperous State in a secure and sustainable environment"* and the anticipated mission is *"to promote sustainable development through pragmatic, transparent, accountable, and inclusive governance that mobilizes human and material resources towards making the State a socioeconomic and cultural hub of Nigeria"*. The result is to make the state become a place where all and generations yet unborn will be proud of.

The Plan will offer a clear pathway for any administration in the state to pursue inclusive development. Its implementation will be monitored to keep track of and ensure that our collective vision is realized.

To deliver on the initiatives contained in the Plan, concerted effort and commitment of all stakeholders are required. I implore the Public Service, Development Partners, Organized Private Sector and other stakeholders to key into and support the successful execution of the Plan. I therefore enjoin all citizenries of the state to fully take ownership of this revised SDP and participate actively in its implementation.

In conclusion, I thank all stakeholders for their inputs and suggestions in the preparation of this Plan. I have no doubt whatsoever that this Plan will bring about a great advancement in the accomplishment of a better future for our dear State and its people.

His Excellency Adegboyega Oyetola
(Governor, of Osun State)

ACKNOWLEDGEMENTS

The successful revision of this State Development Plan (SDP) was made possible through the immense contributions of diverse stakeholders that cut across the entire strata of the society. The document is a product of the painstaking commitment of all who devoted their time, talent and expertise to navigate a course for its orderly and sustainable development.

I thank the State Governor, Alhaji Adegboyega Oyetola; the brain behind this revised Plan, whose insight and determination helped us navigate the challenges in delivering this strategic document. Despite challenges, he has demonstrated uncommon far-sightedness, commitment, and passion in supporting the formulation and production of this revised long-term Development Plan. His Excellency has successfully demonstrated deliberate attempts to put the State in its rightful place among other sub-nationals in the federation. This is yet another promise kept by Mr. Governor to leave a legacy that could stand the test of time for the development, and the benefit of the good people of Osun State. With this revised strategic document and the mainstreaming of emerging realities into the SDP, Mr. Governor has, in addition, now ignited the birth of a revised State Development Plan that should take Osun State to greater heights in the next twenty seven years; from 2023 to 2050.

My profound appreciation goes to the United Nations Development Programme (UNDP) for facilitating the process of reviewing the SDP 2019 - 2028 through the Ministry of Economic Planning, Budget and Development and Osun State's Office of SDGs. Undoubtedly, the resources available to the state are inadequate compared with the huge responsibilities and quantum of demands and needs of the citizens of the State. It cannot be overemphasized to place it on record that Osun State is lucky to be one of the few sub-nationals in Nigeria to benefit from this kind gesture of the UNDP to facilitate the rigorous processes of revision of the SDP, a step that has assisted the State to cross the hurdle of factoring the effects

of time into the overarching strategic direction of the State.

It is imperative to acknowledge the invaluable contributions of Dr. Gabriel Ojebile, the lead consultant and other stakeholders in the revision of this Plan. These include the legislature, judiciary, development partners, (particularly the United Nations Development Programme - UNDP), the academia, members of Civil Society Organizations, the Organized Private Sector (OPS), market women and men, the umbrella bodies of artisans, farmers' groups, professional associations, and Community Development Associations (CDAs), among others, who shared their wealth of experience to enrich this Plan. We are deeply grateful to them all.

The participation of the bureaucrats, the institution through which this revised SDP will ultimately be engaged in the implementation of the Plan were, as a matter of deliberate policy, deeply involved throughout the entire process of its revision. Their participation at every stage is commendable. It is gratifying to note their deep commitment, since they are critical to the successful execution of the Plan.

On a final note, permit me to express my gratitude to the entire work force of the Ministry of Economic Planning, Budget and Development for working round the clock to meet delivery targets. I equally express my gratitude to members of the State Plan Revision Team (SPRT), Sector Planning Teams (SPTs) and others who played pivotal roles in all stages of the revision and production of this plan.

I have no doubt, that the contents of this revised SDP would be intuitively engaged towards our vision of making Osun a sustainably prosperous and peaceful State.

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

Executive Summary

EXECUTIVE SUMMARY

Introduction

The goal of the founding fathers of Osun State was to accelerate the development of the geographical region carved out of the old Oyo State in 1991 because every society seeks development across all walks of life for the benefit of its people. Successive governments in the State have embarked on diverse developmental programmes and projects towards this end. Spirited attempts were made to develop plans that would guide the achievement of development objectives of the founding fathers. Such plans included, but were not limited to, the State Economic Empowerment and Development Strategy (SEEDS I & II); and the State's version of Vision 20:2020.

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

The first ever State Development Plan (SDP) 2019-2028 was developed in 2018 to correct for previous procedural errors and to fashion out an all-inclusive, bottom-up and easily implementable "People's Plan". This necessitated the reason for why the plan was based on the three philosophical principles of; i) **Poverty eradication as the overarching goal of development efforts;** (ii) **Gender Equity and Social Inclusion (GESI);** and (iii) **Constant focus on value addition and sustainability of development drives.**

The SDP 2019-2028 document has been in operation for more than three years. Meanwhile, the short term reality has shown that having a viable development plan is a necessary step but not sufficient for attainment of the desired targets as specified in the document. This is because, to

ensure effective delivery of the targets in the SDP document, the state has to engage strong strategies and utilize affiliated programmes, projects and blueprints to ensure effective implementation of the document. This administration recognized the effects of some of the outstanding issues and their consequences on the effective implementation of the State Development Plan (SDP) 2019-2028 document, It thus realised that it was imperative that we review the SDP 2019-2028 document with the aim of achieving the following;

- a) strengthening the document with COVID-19 recovery strategies in various sectors of State's economy;
- b) develop and incorporate strategies that will address Sustainable Development Goals likewise other emerging issues such as climate change that may also arise during the period of the implementation of SDP;
- c) incorporating the strategic objectives, programmes and activities itemised in the proposed Nigeria Medium Term National Development Plan 2021-2025 into the revised SDP;
- d) adequately cater for and incorporate revenue strategies of the state into SDP so as to improve the internally generated revenue for effective implementation of the SDP;
- e) sufficiently address alternative funding strategy of the SDP using development partners and private sector support; and
- f) developing strategies to harness demographic dividends from State's population projection.

Review of Previous Development Plans

The revised SDP 2023-2050 document was formulated against the backdrop of several development challenges in the State and the need to tackle them within the framework of medium and long-term plans. This prompted the building of the Plan on previous development Plans such as SEEDs I & II, State's Vision 2020 and SDP 2019-2028. Lessons from the previous plans have also guided the development of this 2023-2050 Plan.

For instance, the summary of lessons learnt in the implementation of the 2019 - 2028 SDP are as follows:

- Some of the outcomes need to be reviewed and modified to make them achievable.
- Need to adequately continue to engage stakeholders in the formulation and implementation of development plans and programmes through the bottom-up approach.
- Need to rely more on domestic sources of finance and less on external sources, considering State's unsatisfactory experience with externally induced stimuli for development.
- Need for inter-agency collaboration on cross-cutting issues.
- Need to ensure a proper linkage of MTSS and annual budgets to the SDP.
- Need to strengthen statistical systems in the State to bridge the gap of non-availability of data to assess the achievement of some vital outcome targets of the Plan.
- Need to strengthen M & E System in the State for effective monitoring and evaluation of plans to aid plan discipline and implementation.
- Need to improve the technical capacity of all personnel involved in the planning and budgeting processes across all the MDAs in the State.
- Need to take all necessary parameters into consideration before setting targets, including ability to deliver.

Process of SDP Revision

The Plan formulation process was based on the recognition of the State Government on the need for a well thought out design to guide the achievement of the Plan's broad goals. It was in this context that the state through the Ministry of Economic Planning, Budget and Development and State Office of SDGs contacted UNDP with the approval of Mr. Governor, following which concept notes were developed, submitted to the UNDP and a team of development experts from the State visited the UNDP Abuja office to defend the concept notes. Upon acceptance and readiness to assist the State, two consultants were engaged by the UNDP and deployed to Osun State in January, 2022. The planning process entailed:

- a) Holding of inception meeting with the Ministry of Economic Planning, Budget & Development on 18th January 2022.
- b) High level stakeholders engagement on 31st January 2022 (Mr. Governor, Deputy Governor, SSG, CoS, HoS etc), to discuss ideas about the

long-term vision for the state from key drivers of Osun Development Agenda.

- c) Resuscitation of the State-level Sector Plan Revision Team (SPRT) and the Sector Planning Team (SPTs) across all MDAs and other non-state stakeholder.
- d) One-day training workshop for State Plan Revision Team (SPRT) and Sector Planning Teams (SPTs) on the review of the State Development Plan (SDP) on 2nd February 2022.
- e) SDP revision envisioning workshop was organized from February 8-10 2022 to train the Sector Plan Revision Team (SPRT). This session, where the contents of the State Vision, Mission Statement, Goals and Development Sectors were reviewed and agreed upon, was attended by over 450 participants and was led by the Consultant hired by UNDP. The session increased the development sectors in the state to sixteen from its original size of twelve.
- f) Holding of a- 5 day Workshop on Integrated Sustainable Development Goals (ISDG) Model and System Dynamic Theory from Monday 14-Friday 18 February 2022.
- g) Holding of a-3 day Sector Strategy workshop where all the sixteen sectors developed their strategies for delivering the rSDP goals and for ease of policy-plan-budget linkage from 8-10 March, 2022.
- h) Holding of a-10 day workshop on Integrated Sustainable Development Goals (ISDG) model adaptation and development for the costing of the revised Osun State Development Plan held between Monday, 16th and Friday 27th may, 2022.
- i) Validation of the document with critical stakeholders to ensure robustness.
- j) Implementation considerations are built on existing institutional structures and focused on ensuring applicability while strategic outcomes were linked to clear indicators and targets to facilitate monitoring.

Strategic Goals and Objectives

The strategic directions of the Plan were guided by global, regional and national strategic policy documents such as SDGs, NEPAD, 2021-2025 MTNDP, etc. The revised Plan is founded on four development pillars which are structurally aligned with the SDGs;

Economic Development Pillar (SDGs 1, 2, 8 & 10).

Infrastructural Development Pillar (SDGs 6, 7, 9, 11 & 14).

Human Capital Development and Security Pillar (SDGs 3, 4, 5, 10, 16 & 17).

Environmental Sustainability Pillar (SDGs 6, 7, 11,12,13,14 & 15).

The Plan has Forty-nine (49) sector objectives linked to the following associated goals (i.e. broad objectives) with the aim to:

- a) achieve inclusive, sustainable economic growth with full and productive employment that ensures high standard of living for all residents of the State;
- b) achieve a diversified and enhanced revenue base by providing enabling business environment which will attract and retain investors and expand existing

businesses;

- c) achieve world class infrastructure system that attracts investors, facilitates economic growth and supports the state's priority needs;
- d) ensure qualitative and functional education and healthy living in a safe and secure egalitarian society through people-oriented development; and
- e) ensure cities and human settlements are safe, resilient and sustainable while also conserving the ecosystem.

Cost and Financing the Plan

The size in terms of the total cost of the Plan has not yet been determined because the specifics of the programmes and projects that will be implemented are not yet known. In articulation of this Plan, each sector will develop detailed strategies in their Medium-Term Sector Strategies (MTSS). This will help the State to put in place practical financing and ISDG Model costing approaches that are sustainable over the planning period and which provide solid foundation for the realization of the vision of the State.

The MTSS will articulate the programmes and projects to be implemented by the respective sectors and their estimated costs over the first three years of the SDP i.e., 2023-2025. The sum of the costs over all the 16 sectors of the State economy will give an estimate of the cost of the Plan over the first three years, and which will be used to project for the period of the Plan.

In financing the Plan, the State will leverage three options. The first is to remain strictly within the resources available to the state from all sources. The second option is to augment the available state resources with loans and the last option is co-financing (i.e. Public-Private-Partnerships). However, the overall aim of financing the Plan are to; identify various funding sources and map out strategies to ensure that the expected funds are realized; ensure that adequate funds are available for implementing the Plan; as well as achieve a revenue to GDP ratio of no less than 15 per cent.

Plan Implementation

The effective and successful implementation of the Plan requires strong institutional support that

promotes performance and accountability. In the implementation of the Plan, the state system will be supported and strengthened with strong institutional frameworks; manpower development to ensure adequate human resources for the implementation; as well as ensure Plan - MTSS - budget linkage and the application of results-based individual performance management. The Ministry of Economic Planning, Budget and Development will also optimize private sector participation and support of development partners through various stakeholders' engagement during the implementation of the Plan. These are referred to as the critical success factors of the Plan.

Structure of the Plan

The Plan is structured around 16 development sectors; namely: Agriculture, Commerce and Industry, Culture and Tourism, Solid Minerals Resources, Finance and Revenue Mobilization, Water and Sanitation, Infrastructure, Education Information, Communication and Media, Health, Social and Youth Development, Security, Law and Justice, Governance and Administration, Human Capital Development, Environment and Economic Planning, Budget and Development. The Plan contains 22 Chapters out of which chapters on sectors are 16. Each of which contains the information on sector brief within the context of key challenges, sector objectives, outcomes deliverables, high level strategies and sector level result framework.

Finally, the other chapters of the Plan focused discussion on Introduction and background to the Plan, profile of the state and strategic framework of the Plan, financing the Plan, Implementation of the Plan, Monitoring and Evaluation.

TABLE OF CONTENTS

| | |
|---|-------|
| Foreword | ii |
| Acknowledgements | iv |
| Executive Summary | v |
| Table of Contents | viii |
| List of Tables | xiii |
| List of Figures | xiv |
| Appendices | xv |
| Acronyms | xvi |
| Part One | - 1 - |
| Chapter 1: Introduction and Background to the Plan | - 2 - |
| 1.1 Introduction | - 2 - |
| 1.2 Background to the Plan | 2 |
| 1.3 Planning principles and cross cutting issues | 4 |
| 1.4 Osun SDP and Sustainable Development Goals (SDGs) | 5 |
| 1.5 Review of High-level Policy Documents | 5 |
| 1.6 High-level Assessment of the Performance of the 2019 – 2028 SDP | 8 |
| 1.7 Situation Analysis of Osun State Economy | 10 |
| 1.8 Structural outline of the Plan | 18 |
| Chapter 2: Profile of Osun State | 19 |
| 2.1 Osun State at a Glance: Human Development and Macroeconomic Indicators | 19 |
| 2.2 Location and Topography | 21 |
| 2.3 Climate | 22 |
| 2.4 Population: Size and Age Distribution | 23 |
| 2.5 Local Government Structure | 24 |
| 2.6 Cultural Heritage | 25 |
| 2.7 Major Potential of Osun State | 25 |
| 2.8 State Economy and Key Development Challenges | 27 |
| Chapter 3: Strategic Framework of the Plan | 29 |
| 3.1 Introduction | 29 |
| 3.2 State’s Mission, Vision and Core Values | 29 |
| 3.3 Strategic Issues / Priorities of the State Government | 30 |

| | | |
|---------------|--|----|
| 3.4 | Development Pillars and Constituent Sectors | 31 |
| 3.5 | Goals, Expected outcomes and Key Performance Indicators (KPIs) | 33 |
| 3.6 | State Level Results Framework | 35 |
| 3.7 | Critical Success Factors of the Plan | 38 |
| Part Two | | 40 |
| Sector Briefs | | 40 |
| Chapter 4: | Agriculture and Food Security Sector..... | 41 |
| 4.1 | Overview of the Sector | 41 |
| 4.2 | Key Challenges | 43 |
| 4.3 | Sector Objectives | 43 |
| 4.4 | Outcome Deliverables | 43 |
| 4.5 | High-level Strategies..... | 43 |
| Chapter 5: | Commerce and Industry Sector..... | 47 |
| 5.1 | Overview of the Sector | 47 |
| 5.2 | Key Challenges | 48 |
| 5.3 | Sector Objectives | 48 |
| 5.4 | Outcome Deliverables | 48 |
| 5.5 | High-Level Strategies | 48 |
| Chapter 6: | Culture and Tourism Sector | 50 |
| 6.1 | Overview of the Sector | 50 |
| 6.2 | Key Challenges | 51 |
| 6.3 | Sector Objectives | 52 |
| 6.4 | Outcome Deliverables | 52 |
| 6.5 | High-Level Strategies | 52 |
| Chapter 7: | Economic Planning Budget and Development Sector | 54 |
| 7.1 | Overview of the Sector | 54 |
| 7.2 | Key Challenges | 55 |
| 7.3 | Sector Objectives | 56 |
| 7.4 | Outcome Deliverables | 56 |
| 7.5 | High-Level Strategies | 56 |
| Chapter 8: | Education Sector | 58 |
| 8.1 | Overview of the Sector | 58 |
| 8.2 | Key Challenges | 61 |
| 8.3 | Sector Objectives | 61 |

| | | |
|-------------|---|----|
| 8.4 | Outcome Deliverables | 61 |
| 8.5 | High-Level Strategies | 61 |
| Chapter 9: | Environment Sector | 65 |
| 9.1 | Overview of the Sector | 65 |
| 9.2 | Key Challenges | 67 |
| 9.3 | Sector Objectives | 67 |
| 9.4 | Outcome Deliverables | 68 |
| 9.5 | High-Level Strategies | 68 |
| Chapter 10: | Finance and Revenue Mobilisation Sector | 71 |
| 10.1 | Overview of the Sector | 71 |
| 10.2 | Key Challenges | 72 |
| 10.3 | Sector Objectives | 72 |
| 10.4 | Outcome Deliverables | 72 |
| 10.5 | High-Level Strategies | 72 |
| Chapter 11: | Governance and Administration Sector | 74 |
| 11.1 | Overview of the Sector | 74 |
| 11.2 | Key Challenges | 75 |
| 11.3 | Sector Objectives | 75 |
| 11.4 | Outcome Deliverables | 75 |
| 11.5 | High-Level Strategies | 75 |
| Chapter 12: | Health Sector | 77 |
| 12.1 | Overview of the Sector | 77 |
| 12.2 | Key Challenges | 78 |
| 12.3 | Sector Objectives | 78 |
| 12.4 | Outcome Deliverables | 79 |
| 12.5 | High-Level Strategies | 79 |
| Chapter 13: | Human Capital Development Sector | 81 |
| 13.1 | Overview of the Sector | 81 |
| 13.2 | Key Challenges | 82 |
| 13.3 | Sector Objectives | 82 |
| 13.4 | Outcome Deliverables | 83 |
| 13.5 | High-Level Strategies | 83 |
| Chapter 14: | Information and Communication Sector | 84 |
| 14.1 | Overview of the Sector | 84 |

| | | |
|---|------------------------------|-----|
| 14.2 | Key Challenges | 84 |
| 14.3 | Sector Objectives | 85 |
| 14.4 | Outcome Deliverables | 85 |
| 14.5 | High-Level Strategies | 85 |
| Chapter 15: Infrastructure Sector | | 87 |
| 15.1 | Overview of the Sector | 87 |
| 15.2 | Key Challenges | 89 |
| 15.3 | Sector Objectives | 89 |
| 15.4 | Outcome Deliverables | 89 |
| 15.5 | High-Level Strategies | 89 |
| Chapter 16: Security Law and Justice Sector | | 92 |
| 16.1 | Overview of the Sector | 92 |
| 16.2 | Key Challenges | 94 |
| 16.3 | Sector Objectives | 94 |
| 16.4 | Outcome Deliverables | 94 |
| 16.5 | High-Level Strategies | 94 |
| Chapter 17: Social and Youth Development Sector | | 96 |
| 17.1 | Overview of the Sector | 96 |
| 17.2 | Key Challenges | 97 |
| 17.3 | Sector Objectives | 97 |
| 17.4 | Outcome Deliverables | 97 |
| 17.5 | High-Level Strategies | 97 |
| Chapter 18: Solid Minerals Resources Sector | | 99 |
| 18.1 | Overview of the Sector | 99 |
| 18.2 | Key Challenges | 101 |
| 18.3 | Sector Objectives | 101 |
| 18.4 | Outcome Deliverables | 101 |
| 18.5 | High-Level Strategies | 101 |
| Chapter 19: Water and Sanitation Sector | | 103 |
| 19.1 | Overview of the Sector | 103 |
| 19.2 | Key Challenges | 104 |
| 19.3 | Sector Objectives | 104 |
| 19.4 | Outcome Deliverables | 105 |
| 19.5 | High-Level Strategies | 105 |

| | |
|--|-----|
| Part Three..... | 107 |
| Financing the Plan | 107 |
| Plan Implementation..... | 107 |
| Implementation Monitoring and Evaluation | 107 |
| Chapter 20: Financing the Plan | 108 |
| 20.1 Introduction | 108 |
| 20.2 Fiscal Policy Direction of the State | 108 |
| 20.3 Costing Of the Plan: The ISDGS Approach | 109 |
| 20.4 Revenue and Expenditure Projections (Results of MTEF) | 110 |
| 20.5 Sectors’ Resource Allocation | 110 |
| 20.6 Financing Options | 114 |
| 20.7 Expected Role of the Private Sector | 114 |
| 20.8 Expected Role of Development Partners | 114 |
| 20.9 Public Financial Management Strategies | 115 |
| Chapter 21: Plan Implementation | 116 |
| 21.1 Introduction | 116 |
| 21.2 Institutional Framework for Plan Implementation | 116 |
| 21.3 Manpower Development Strategy | 119 |
| 21.4 Plan-MTSSs-Budget Linkage | 120 |
| 21.5 Results Based Performance Management | 120 |
| 21.6 Optimizing Private Sector Participation | 121 |
| 21.7 Development Partners’ Support | 122 |
| Chapter 22: Implementation Monitoring and Evaluation..... | 123 |
| 22.1 Introduction | 123 |
| 22.2 Approach to Plan Implementation Monitoring | 126 |
| 22.3 Approach to Plan Performance Evaluation | 128 |
| 22.4 Approach to Plan Revision | 131 |
| Appendices..... | 132 |
| Bibliography I | 192 |
| Bibliography II | 193 |

LIST OF TABLES

| | |
|---|-----|
| Table 1: Total GDP Profile of the State by Sector and Year | 11 |
| Table 2: Contribution of Sub-Agriculture Components to the Total GDP of Agriculture Sector by Year | 12 |
| Table 3: Contribution of Sub-Industry Components to the Total GDP of Industry Sector by Year | 13 |
| Table 4: Percentage Contribution of Sub-Service Components to the Total GDP of Service Sector by Year | 14 |
| Table 5: FAAC (2015 – 2021) and IGR to GDP Ratio | 15 |
| Table 6: State Expenditure Profile (2015 – 2021) | 16 |
| Table 7: Selected Human Development Indices and Basic Macroeconomic Indicators of Osun State | 19 |
| Table 8: Mission, Vision and Core Values of Osun State | 29 |
| Table 9: Pillars and Constituent Strategic Issues | 30 |
| Table 10: Development Pillars, Constituent Sectors and Expected Outcomes | 31 |
| Table 11: SDP Goals, Expected Outcomes, Key Performance Indicators and High-level Strategies | 33 |
| Table 12: Results Framework for Goal 1 | 35 |
| Table 13: Results Framework for Goal 2 | 36 |
| Table 14: Results Framework for Goal 3 | 36 |
| Table 15: Results Framework for Goal 4 | 37 |
| Table 16: Results Framework for Goal 5 | 37 |
| Table 17: Sector-Level Results Framework for Agriculture | 45 |
| Table 18: Sector-Level Results Framework for Commerce and Industry | 49 |
| Table 19: Sector-Level Results Framework for Culture and Tourism | 53 |
| Table 20: Sector-Level Results Framework for Economic Planning, Budget & Development | 57 |
| Table 21: Students' Performance in WASSCE: 2006 – 2020 in Osun State | 60 |
| Table 22: Sector-Level Results Framework for Education | 63 |
| Table 23: Sector-Level Results Framework for Environment | 69 |
| Table 24: Sector-Level Results Framework for Finance and Revenue Mobilisation | 73 |
| Table 25: Sector-Level Results Framework for Governance and Administration | 76 |
| Table 26: Nigeria's and Osun State's Health Indices: 2016 and 2021 | 78 |
| Table 27: Sector-Level Results Framework for Health | 80 |
| Table 28: Sector-Level Results Framework for Human Capital Development | 83 |
| Table 29: Sector-Level Results Framework for Information and Communication | 86 |
| Table 30: SDG Goals as applicable to Osun State Infrastructure Sector | 88 |
| Table 31: Sector-Level Results Framework for Infrastructure | 91 |
| Table 32: Sector-Level Results Framework for Security, Law and Justice | 95 |
| Table 33: Sector-Level Results Framework for Social and Youth Development | 98 |
| Table 34: (a): Mining Leases (ML) | 100 |
| Table 35: Sector-Level Results Framework for Solid Minerals Resources | 102 |
| Table 36: Sector-Level Results Framework for Water and Sanitation | 106 |
| Table 37: ISDG Sector Classification | 109 |
| Table 38: Fiscal Plan for the SDP in the Medium Term 2023 – 2025 | 110 |
| Table 39: Allocation of Resources by Sector, 2023 | 111 |
| Table 40: Allocation of Resources by Sector, 2024 | 112 |
| Table 41: Allocation of Resources by Sector, 2025 | 113 |
| Table 42: Institutional Framework for Implementation of the Plan | 117 |

LIST OF FIGURES

| | |
|---|-----|
| Figure 1: Per centage Contribution of Agriculture, Industry and Services Sectors to Osun GDP between 2015 and 2019..... | 11 |
| Figure 2: Per centage Contribution of Agriculture sub components to Total GDP of Agriculture between 2015 and 2019..... | 12 |
| Figure 3: Percentage Contribution of Sub components of Industry to Total GDP of Industry between 2015 and 2019..... | 13 |
| Figure 4: Percentage Contribution of Sub-Services components to Total GDP of Services between 2015 and 2019..... | 14 |
| Figure 5: State Revenue Inflow (2015 – 2021)..... | 16 |
| Figure 6: State Actual Expenditure Trends | 17 |
| Figure 7: Capital To Recurrent Expenditure Ratio (2015 – 2021) | 17 |
| Figure 8: Osun Map | 22 |
| Figure 9: Osun Population Distribution by Sex and Year | 23 |
| Figure 10: Osun State Population by Age Group..... | 24 |
| Figure 11: Development Pillars and Expected Outcomes | 32 |
| Figure 12: State Public Students’ WAEC Result Analysis (2006 – 2020) | 60 |
| Figure 13: Manpower Development Strategies | 119 |
| Figure 14: Plan — MTSSs — Budget Linkage | 120 |
| Figure 15: Results-Based Individual Performance Management Approach | 121 |
| Figure 16: M&E and the Intervention Implementation Cycle..... | 125 |
| Figure 17: Plan Implemetation Monitoring Logframe | 126 |
| Figure 18: Monitoring Framework | 127 |
| Figure 19: Performance Evaluation Framework I..... | 129 |
| Figure 20: Performance Evaluation Framework II | 129 |
| Figure 21: Osun State Monitoring and Evaluation Framework..... | 130 |

APPENDICES

| | |
|--|-----|
| Appendix 1: Top Government Officials' Interview Guide: 31 January 2022 | 132 |
| Appendix 2: Mapping of Sustainable Development Goals (SDGs) to Sectors | 133 |
| Appendix 3: Health Sector Performance 2019 -2021 | 164 |
| Appendix 4: Agriculture Sector Performance 2019-2021 | 166 |
| Appendix 5: Education Sector Performance 2019-2021 | 172 |
| Appendix 6: Social Development & Welfare Sector Performance 2019-2021 | 174 |
| Appendix 7: Security, Law & Justice Sector Performance 2019-2021 | 176 |
| Appendix 8: Commerce & Industry Sector Performance 2019-2021 | 177 |
| Appendix 9: List of the Local Administrative Divisions Of Osun State | 178 |
| Appendix 10: Osun State Population Distribution by LGA | 179 |
| Appendix 11: List of Major Mineral Resources and their Local Government Areas of Deposit | 180 |
| Appendix 12: Briefs on Festivals and other Cultural Heritage in Osun State | 183 |
| Appendix 13: Development Partners Operating in Osun State and their Intervention Areas..... | 184 |
| Appendix 14: List of Tertiary Institutions in Osun State | 185 |
| Appendix 15: Members of State Plan Revision Team | 190 |
| Appendix 16: Members of Technical Team | 191 |

ACRONYMS

| Acronym | |
|-----------|--|
| AC | Area Council |
| AfCFTA | African Continental Free Trade Area |
| AfDB | African Development Bank |
| AO | Administrative Office |
| APR | Annual Performance Review |
| AU | African Union |
| BCC | Budget Call Circular |
| BOT | Build, Operate and Transfer |
| CDA | Community Development Association |
| CDC | Centre for Disease Control |
| CLO | Civil Liberties Organization |
| CRIN | Cocoa Research Institute of Nigeria |
| CSDP | Community and Social Development Programme |
| CSFs | Critical Success Factors |
| CSOs | Civil Society Organizations |
| DFID | Department for International Development |
| DMP | Development Master Plan |
| DPIR | Development Partners and International Relations |
| DPRS | Department of Planning, Research and Statistics |
| EoDB | Ease of Doing Business |
| ERGP | Economic Recovery and Growth Plan |
| FAAC | Federation Account Allocation Committee |
| FAO | Food and Agricultural Organization |
| FCDO/PERL | Foreign Commonwealth & Development Office / Partnership to Engage Reform and Learn |
| FCT | Federal Capital Territory |
| FFS | Farmer Field School |
| FGM/C | Female Genital Mutilation/Cutting |
| FIDA | International Federation of Women Lawyers |
| GAP | Good Agricultural Practices |
| GDP | Gross Domestic Product (GDP) |
| GESI | Gender and Social Inclusion |
| GHG | Green House Gas |
| GII | Gender Inequality Index |
| GRA | Government Residential Area |

| Acronym | |
|------------|--|
| HDI | Human Development Indices |
| HDR | Human Development Report |
| HH | Household |
| HRH | Human Resource for Health |
| ICT | Information Communication and Technology |
| IGR | Internally Generated Revenue |
| IITA | International Institute for Tropical Agriculture |
| ISDGs | Integrated Sustainable Development Goals |
| JDPMC | Justice, Development and Peace Makers' Centre |
| KPI | Key Performance Indicator |
| LAC | Legal Aid Council |
| LCDA | Local Council Development Areas |
| LGA | Local Government Area |
| M&E | Monitoring and Evaluation |
| MoCICE | Ministry of Commerce, Industries, Cooperatives & Empowerment |
| MDAs | Ministries, Departments and Agencies |
| MoEPBD | Ministry of Economic Planning Budget and Development |
| MoHRCB | Ministry of Human Resources & Capacity Building |
| MIS | Management Information System |
| MTEF | Medium Term Expenditure Framework |
| MTSS | Medium Term Sector Strategy |
| NBS | National Bureau of Statistics |
| NEET | Not in Employment, Education or Training |
| NEPAD | New Partnership for Africa Development |
| NIIMP | National Integrated Infrastructure Master Plan |
| NIPSS | National Institute for Policy and Strategic Studies |
| NSCDC | Nigeria Security and Civil Defence Corps |
| OADP | Osun Agricultural Development Programme |
| O-AMBLANCE | Osun Ambulance |
| OBEP | Office of Budget and Economic Planning |
| O-BOPS | Osun Broilers Out-growers' Scheme |
| ODFR | Open Defecation Free Roadmap |
| O-FOPS | Osun Fish Out-Growers' Scheme |
| O-MEAL | Osun Elementary School Feeding and Health Programme |
| OPS | Organized Private Sector |
| O-RAMP | Osun Road Access Mobility Project |

| Acronym | |
|-----------|---|
| O-REAP | Osun Rural Enterprise and Agriculture Programme |
| ORMA | Osun Road Maintenance Agency |
| OSBC | Osun State Broadcasting Corporation |
| OSIPA | Osun State Investment Promotion Agency |
| OSWMA | Osun State Waste Management Agency |
| OVC | Orphans and Vulnerable Children |
| O-YES | Osun Youth Employment Scheme |
| PDU | Programme Delivery Unit |
| PEMFAR | Public Expenditure Management and Financial Accountability Review |
| PFM | Public Financial Management |
| PFR | Public Fiscal Reforms |
| PLWD | People With Disabilities |
| POS | Point of Sales |
| PPP | Public Private Partnership |
| PSE | Public Service Establishment |
| PRIME | Partnership Immunization Efficiency |
| QIIP | Quick Impact Intervention Project |
| RUWESA | Rural Water Supply and Environmental Sanitation Agency |
| SA | Special Adviser |
| SDGs | Sustainable Development Goals |
| SDP | State Development Plan |
| SEEDS | State Economic Empowerment and Development Strategy |
| SHoA | State House of Assembly |
| SLOGOR | State and Local Government Reform |
| SOM | Standard Operating Manual |
| SOMLPforR | Saving One Million Lives Programme for Results |
| SPC | State Planning Commission |
| SPICs | Sectors Plan Implementation Committees |
| SSA | Senior Special Assistant |
| TESCOM | Teaching Service Commission |
| TEPO | Teachers' Establishment and Pension Office |
| TSA | Treasury Single Account |
| UN | United Nations |
| UNICEF | United Nations International Children's Emergency Fund |
| UNDP | United Nations Development Programme |

| Acronym | |
|----------|---|
| VAT | Value Added tax |
| WASH | Water Sanitation and Hygiene |
| WASHCOMs | Water, Sanitation & Hygiene Committees |
| WHO | World Health Organisation |
| WTO | World Tourism Organization |
| YESSO | Youth Employment and Social Support Operation |

PART ONE

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

CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE PLAN

1.1 Introduction

The goal of the founding fathers of Osun State was to accelerate the development of the geographical region carved out of the old Oyo State. Successive governments in the state have embarked on diverse development programmes and projects towards that end. Spirited attempts were made to develop plans that would guide the achievement of development objectives of the founding fathers. Such plans included, but were not limited to, the State Economic Empowerment and Development Strategy (SEEDS); and the state sversion of Vision20:2020.

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

The first ever State Development Plan (SDP) 2019-2028 was developed to correct previous procedural errors and to fashion out an all-inclusive, bottom-up and easily implementable “People’s Plan”. The SDP 2019-2028 document has been in operation for more than three years in the state. Though, the short term reality has shown that having a viable development plan is necessary step but it is not sufficient for attainment of the desired targets as specified in the plan. This is because, to ensure effective delivery of the set targets in the SDP document, the state has to engage strong strategies and utilize other affiliated programmes, projects and blueprints to ensure effective implementation.

The revised SDP (2023-2050) is a follow up Plan to SDP (2018-2028) and purposely designed to bridge the various gaps identified in the old SDP (2019-2028). It avails the state the opportunity to

further explore its economic potential, initiate strategies that would adequately address emerging issues for effective implementation of the SDP as well as develop strategies to harness demographic dividends (i.e., economic growth due to change in the age structure of the State) from its projected population growth of approximately 10 million by the year 2050.

1.2 Background to the Plan

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

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

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

Macroeconomic Framework: Development of agriculture, rapid industrialization through the establishment of small-scale industries, development of infrastructure as well as women and youth empowerment.

Reforming Government and Institutions: public sector/civil service reforms, privatization programmes, good governance at all levels; encapsulated in transparency, probity and accountability, good service delivery and positive bureaucracy.

Growing the Private Sector: Improvement

of the internal security system, adherence to the rule of law, creating an enabling environment for the private sector to thrive, ensuring trade and regional integration as well as globalization.

Social Charter and Human Development Agenda: Evolving sustainable human development on health, education, housing development, generation of employment, gender and geo-political balance

Implementation Strategy and Financing: Financing, monitoring and strengthening partnership between the public and private sectors.

The state version of Vision 20:2020, which overlapped with SEEDS II, was put together as a medium-term implementation plan from 2010 - 2013. The strategic issues which the plans were to address included low internally generated revenue, infrastructural inadequacy, difficulty in attracting investments to the state, weak industrial base, and low agricultural productivity. If the implementation of the previous plans had adequately addressed and curtailed the identified strategic issues, there may not have been any need to commit time and resources to developing a new plan such as this. The fact that the challenges of the past persist is a justification for the well-crafted long-term plan.

A bold step was taken in 2018 by the administration of Ogbeni Rauf Aregbesola in putting forward a state development plan that involved all stakeholders and which succeeding governments could implement. The Plan articulated a road map to ameliorating the challenges of poverty, hunger, unemployment, dysfunctional education, inadequate health facilities and threats to communal peace and progress in Osun State. This necessitated the reason why the plan rests on three philosophical principles of; i) Poverty eradication as the overarching goal of development efforts; (ii) Gender Equity and Social Inclusion (GESI) in development; and (iii) Constant focus on value addition and sustainability of development drives.

In addition, the current administration led by Alhaji Adegboyega Oyetola left no one in doubt that he chaired the Steering Committee in the formulation of the SDP in 2018 by diligently committing to the implementation of the Plan

during his tenure.

There is, no doubt about the achievements recorded in the implementation of the SDP (2018 - 2028). The content was rich and inclusive, in terms of stakeholder participation and citizen engagement to ensure that no one was excluded. Meanwhile, it is one thing to have a plan that is inclusive in content but another thing to have a plan in which the strategies or actions have addressed emerging issues or unforeseen or unpredictable risks such as natural disasters, COVID-19 Pandemic, etc. For instance, the COVID-19 Pandemic critically threatened the realization of the state government's ambition enumerated in the old plan through various set targets. This called for a need not to worsen unemployment and poverty rates in the state and a call for the urgent need to put in place practical measures that will not only lead to economic recovery but also expand job creation in the state. Though, at the point of formulating the SDP in 2018, all necessary economic key assumptions were taken into consideration.

Meanwhile, the World Bank has projected the population of Nigeria to exceed 400 million by the year 2050, and Osun State population to increase from under 5 million to over 10 million. This is enough reason for a state to be concerned with how to identify and bridge gaps that exist between the current stock of capital and expected deliveries to take care of the population growth. Also, many micro economic assumptions underlying the crafting of the 2019 to 2028 state development plan have changed because of the Covid-19 pandemic as earlier mentioned. Consequently, the state needed to embark on a comprehensive review of its blueprint to accommodate for these gaps. The review has strengthened the mainstreaming of Sustainable Development Goals (SDGs), 2021-2025 Medium Term National Development Plan (MTNDP) and climate change as well as the sector objectives of the state.

In the light of this, His Excellency, Alhaji Adegboyega Oyetola took decisive steps to review the SDP because of the effects of emerging issues and their consequences on the effective implementation of the State Development Plan (SDP) 2019-2028. The broad aims of achieving the Plan are as follows;

- a) strengthen the document with COVID-19 recovery strategies in various sectors of the state's economy;
- b) develop and incorporate strategies that will address Sustainable Development Goals and emerging issues such as climate change that may also arise during the period of the implementation of the SDP;
- c) incorporate the strategic objectives, programmes and activities itemised in the proposed Nigeria Medium Term National Development Plan 2021-2025 into the revised SDP;
- d) adequately cater and incorporate revenue strategies of the state into the SDP to improve the Internally Generated Revenue

- (IGR) and for effective implementation of the SDP;
- e) adequately address alternative funding strategy of the SDP using development partners and private sector support approach; and
- f) develop strategies to harness demographic dividends from the state's population projection.

The revised version of the State Development Plan, with the benefit of hindsight, has addressed the shortcomings of previous ones, while accommodating their relevant provisions. Its formulation thoroughly went through a process of mass participation of critical stakeholders through a bottom-up approach.

1.3 Planning principles and cross cutting issues

The revised State Development Plan rests on three philosophical principles, namely:

- i) Poverty eradication as the overarching goal of development efforts;
- ii) Gender Equity and Social Inclusion (GESI) in development; and
- iii) Constant focus on sustainability of development in the state.

The following is a brief explanation of what each of these mean and how they have been reflected in this SDP:

Poverty eradication as the overarching goal of development efforts: The overarching goal of the SDP is to banish poverty in Osun State by striving to maximize the achievement of the United Nation's Sustainable Development Goals (SDGs) in the state. Accordingly, all programmes, expected outcomes and strategies in this plan have been designed with this goal in mind. Moreover, implementation of the Plan will be monitored, and achievements will be evaluated in relation to poverty eradication.

Gender equity and social inclusion (GESI) in development: This derives from the conviction that no one should be left out in the state's development process. Accordingly, the Plan places maximum priority on carrying along

women, children, youths, the elderly and people with disabilities; as well as providing effective support to other vulnerable members of the society. All sectors will be encouraged to properly reflect Gender and Social Inclusion in their strategies in the implementation of this SDP.

Constant focus on sustainability of development: Benefits that may be experienced from the SDP will be momentary and most of the development efforts will go to waste unless the process is sustainable. This Plan has placed optimum priority on human capital development and revenue generation to enhance sustainability of development efforts and achievements. The Plan is also expected to be revised periodically in the light of changing socio-economic circumstances.

Some cross-cutting issues were recognized as important for consideration in the design and implementation of the State Development Plan. The issues are relevant to all the 16 sectors of the economy of Osun State. All sectors therefore took these issues into account in developing their respective Medium-Term Sector Strategies (MTSS). The cross-cutting issues are as follows:

- a) **Poverty reduction** (Programmes in all sectors should focus on this);

- b) **Gender Equity and Social Inclusion issues** (Programmes in all sectors should address men, women, children, the elderly, people with disabilities and other forms of vulnerability, emergency response and disaster management);
- c) **Sustainability issues** (Each sector must demonstrate how it will sustain its programmes);
- d) **Youths Development** (Need for all sectors to strengthen the implementation of identified initiatives in Osun State Youth Policy);
- e) **Demographic Dividends** (For the State to harness the benefits or economic growth that a country can derive from investing in young people. In this wise, there is need for multi sector collaboration in areas of health and nutrition, education and labour force participation for young people in the state);
- f) **Climate change** (Need for all sectors to promote green economy and bio economy through initiatives such as climate adaptation, afforestation, preserving biodiversity and adoption of renewal energy.
- g) **Role of the private sector** (Especially in agriculture, education, commerce and industry, culture and tourism and health to explore the potential of the state and opportunities for private sector participation); and
- h) **Partnership, linkages and networking** (Attracting support of development partners and donors)

1.4 Osun SDP and Sustainable Development Goals (SDGs)

The revised SDP was built on the United Nation's Sustainable Development Goals and SDGs remain the main referenced high-level policy document for this Plan. Nigeria is a signatory to the SDGs and the country is committed to attaining the goals. It is therefore necessary that the expected outcomes and targets in this revised Plan in respect of various sectors are tailored to achieve the targets in the SDGs. The outcomes and targets in the SDP are in broad terms. In the course of implementing the Plan, all sectors will be encouraged (through the

development of their Medium-Term Sector Strategies) to break the broad outcomes and targets down to implementable segments and to develop practical strategies for delivering them. Moreover, the implementation of their strategies will be monitored, and their achievements will be evaluated in relation to the SDGs.

Hence, the goals, high-level strategies, targets and outcomes of SDGs have been mapped into relevant sectors as indicated in Appendix 2, to guide the revision of the SDP and the revision roll-over of the Medium-Term Sector Strategies .

1.5 Review of High-level Policy Documents

The revised SDP was predicated on several high-level policy documents such as the United Nation's Sustainable Development Goals (as outlined in section 1.4), the African Union's New Partnership for Africa Development; Nigeria's Federal Government's 2017-2020 Economic Recovery and Growth Plan, Economic Sustainability Plan, 2021-2025 Medium Term National Development Plan and the One Bloc document from the Development Agenda for Western Nigeria (DAWN) etc.

The Plan took noted the lessons learnt from these global, regional and national plans. Also reviewed are some relevant and important sector-based policy documents such as Nigerian Minerals and Mining Regulations (2011), National Policy on Climate Change, Nigeria Climate Change Policy Response and Strategy, Osun State Water Sector Law (2015), National Water Resources Master Plan (2013), Osun State Youth Policy (2021), National Policy on Education (2013), Agriculture Promotion Policy (2016-2020), National Integrated Infrastructure Master Plan, National Health Promotion Policy 2019, National Policy on Food and Nutrition 2016, National Broadcasting Cooperation Code, State Cultural Policy of Culture and Tourism Master Plan, etc. The good thing is that the aspirations and directions of some of these sector's specific based policies are also fashioned and structured in line with the attainment of SDGs. The highlights of the reviewed documents are set out below:

a) **Sustainable Development Goals (SDGs):**

The Sustainable Development Goals, also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity². The 17 SDGs are integrated, recognizing that action in one area will affect outcomes in others, and the development must balance social, economic and environmental sustainability.

In essence, Osun State which is one of the sub-nationals in the entity of Nigeria, has committed to prioritize the policy objectives and targets that will end poverty, hunger, AIDS, discrimination against women and girls, etc. as designed in the SDGs. These prompted the anchoring of the revised Plan on four broad pillars that cover all aspects of development as enumerated in the SDGs. These are:

Economic Development Pillar (SDGs 1, 2, 8 & 10).

Infrastructural Development Pillar (SDGs 6, 7, 9, 11 & 14).

Human Capital Development and Security Pillar (SDGs 3, 4, 5, 10, 16 & 17).

Environmental Sustainability Pillar (SDGs 6, 7, 11, 12, 13, 14 & 15).

b) **New Partnership for Africa Development (NEPAD):**

The NEPAD is a pledge by African leaders, based on a common vision and a firm and shared conviction, that they have a pressing duty to eradicate poverty and to place their countries, both individually and collectively, on a path of sustainable growth and development, and at the same time to participate actively in the world economy and body polity. The programme is anchored on the determination of Africans to extricate themselves and the continent from the malaise of underdevelopment and exclusion in a globalizing world.

In actualizing the dream of African leaders, the document illustrated sector

objectives, strategies, initiatives, programmes or projects that could be implemented at national and subnational levels towards addressing several challenges within the continent. All these have guided the structuring and direction of the broad goals and sector objectives, deliverable outcomes, and strategies of this revised SDP. For instance, Agriculture sector needs to factor in issues on climate change, food security, value-chain, gender mainstreaming into the agribusiness. Likewise, Infrastructure sector needs to develop infrastructural framework that is capable of supporting sustainable economic growth across the state.

c) **2017-2020 Economic Recovery and Growth Plan (ERGP):**

The ERGP was an emergency recovery plan primarily formulated to pull Nigeria out of recession because of serious macroeconomic challenges experienced at the last phase of implementation of the Vision 2020. It targeted a growth rate of 7 per cent by the end of the year, 2020, with an annual average real GDP growth rate of 4.62 per cent between 2017 and 2020. The plan was purposely formulated to be driven by non-oil sectors. The main objectives were:

Restoring growth through macroeconomic stability and concentric economic diversification.

Investing in the Nigerian people through programmes on social inclusion, job creation, youth empowerment and improved human capital; and

Building a globally competitive economy through investment in infrastructure, improved business environment, and promotion of digital economy.

These objectives were duly factored into the implementation of 2019 - 2028 SDP of Osun State through various programmes and projects in the Medium-Term Sector Strategies of each sector of the state. The overall performance of the National economy during the ERGP years was commendable, as the trends were mildly positive for the greater part of the

² The SDGs in Action-www.undp.org

period. The reversal of the trends in 2020 was because of the adverse effects of the COVID-19 Pandemic on the crude oil market, government finances and foreign exchange earnings. The containment measures for the pandemic negatively impacted the domestic production and availability of goods and services, prices and aggregate demand in which Osun State was not exempted.

- d) **Economic Sustainability Plan (ESP):** The ESP is a response to the impact of COVID-19 on the Nigerian economy. COVID-19, which started as a health pandemic, triggered off major economic crisis. All levels of government were faced with the difficult choice of either bringing economic activities to a halt to curb the spread of the virus or continuing economic activities at the risk of the lives of their citizens. The prolonged nature of the Pandemic all over the world was worsened by volatile global crude oil prices. This affected the finances at both the federal and sub-national levels because of the high dependence of Nigeria on sales of crude oil in the global market.

The ESP was to prevent a potentially deep recession and accelerate quick recovery of the economy by responding to the challenges posed by the COVID-19 Pandemic and to act as a transition plan between the ERGP and the 2021 - 2025 MTNDP with the following main thrusts and principles:

- Implementing fiscal and monetary measures aimed at stimulating the economy and achieving quick recovery;
- Preserving and creating jobs using locally sourced materials;
- Protecting the poor and most vulnerable; and
- Cross-cutting imperatives such as nationwide broadband connectivity.

In achieving the thrusts and principles, the ESP was anchored on high level strategies that consisted of a combination of fiscal and monetary policies by providing support to states, businesses,

households and individuals through grants, tax relief, payroll support, direct support to health sector as well as sector interventions and social programmes. Some of these itemized strategies were considered during the development of the sector briefs of the various sectors in the revised 2023-2050 SDP.

- e) **2021 - 2025 Medium Term National Development Plan (MTNDP):** The MTNDP is another strategic document which the revised SDP was adequately built upon to align development initiatives in Osun State with development strategic directions at National level. The MTNDP is guided by four strategic objectives namely to:

- Establish a strong foundation for a diversified economy;
- Invest in critical physical, financial, digital, science, technology, and innovation infrastructure;
- Build a solid framework and enhance capacities to strengthen security and ensure good governance; and
- Enable a vibrant, educated, and healthy populace.

These enumerated objectives are to be reinforced by two broad sets of cross-cutting enablers; (i) investment in the social infrastructure and services required to alleviate poverty, drive inclusive economic empowerment, and reduce unemployment; and (ii) promote development opportunities across states to minimize regional economic and social disparities. Accordingly, the MTNDP is structured around six thematic areas; namely: economic growth and development, infrastructure, public administration, human capital development, social development and regional development, with the aim of achieving the above stated objectives through critical policy priorities and strategies. These objectives were incorporated into and aligned with the various sector briefs of this revised SDP.

- f) **Reviewed National Integrated Infrastructure Master Plan (NIIMP) 2020-2043**
The Plan helps Osun State Infrastructural Sector to identify the

threshold level of infrastructure that can woo investors into the state economy. This propels the sector to see the need to have its own state-based Infrastructure Master Plan to harness its full potential from other non-oil revenue sources.

- g) **National Health Promotion Policy (NHPP):** In a bid to align Osun State Health Sector's long term strategic development plan with the existing policies on health, the four broad objectives of the National Health Promotion Policy were reviewed and mainstreamed into the revised Osun State Development Plan such as:

foster health promotion interventions targeted at addressing social determinants of health, reducing inequities, and tackling priority burden of diseases in the state,
facilitate development of public health policies in the state, improve health indices through adequate nutrition directed at healthy living,
improve the skill gap and success planning for health human resource, and
Strengthening of evidence-based health monitoring system across the state.

- h) **Agriculture Promotion Policy (2016 - 2020):** The document has helped to identify various interventions of government to address some challenges as applied to the agriculture sector. Through it, the policy thrusts were created for each set of identified challenges/constraints in the agriculture sector of Osun State.

1.6 High-level Assessment of the Performance of the 2019 – 2028 SDP

Performance of the Implementation of the 2019-2028 State Development Plan (SDP)³:

³ Only six sectors were reviewed as a result of non-availability of information on the Outcome deliverables of the remaining sectors: Information, Communication and Media, Economic Planning, Budget and Revenue Mobilization, Environment,

a) Health Sector Performance

In 2018, 11 high-level strategies were identified and aimed to be deployed in achieving the sector objectives and deliver the expected outcomes in the healthcare services of the state. Some of the strategies such as; improve quality of essential health care services, increase access to package of essential health care services, increase funding to health sector via allocation and technical efficiencies, as well as seeking support from development partners, improve availability and distribution of functional infrastructure for health services delivery and establish Osun health insurance scheme, carry out advocacy and sensitization on the scheme contributed to the achievements recorded within the sector. Appendix 3 shows that there is a relative reduction in terms of morbidity, mortality rate (i.e., Neonatal, infant and under-five), the actual recorded surpassed targets set. This trend is also applicable to access to sexual and reproductive health services where actual recorded was 64% against target set of 35% over the period.

However, no significant improvement was recorded towards reduced malnutrition among under-5 children within the period.

b) Agriculture Sector Performance

The state implemented some support programmes in inputs, agro-processing and agricultural credit support facilities. The State also intervened in specific value chains such as fisheries and livestock, as well as support services in agriculture research and extension. Appendix 4 shows that in terms of crop production, precisely cassava production, there was a marginal improvement relative to the 2017 baseline figure, whereas it is only the value recorded for the year; the figure for 2021 falls within the target set; likewise rice production. No agro-processing equipment was supplied during the period apart from smoking

Governance and Administration, Water and Sanitation, Commerce and Industry Sectors

kilns. None of the targets set for fish production were met during the period, including the target on ensuring food security which was also not achieved. It really shows that there is need for implementation of more intervention programmes and projects within the sector in order to achieve the expected deliverables in subsequent years.

c) Education Sector Performance

Osun State rolled out a series of policies to strengthen the education sector and improve access to quality and functional education during the review years that is 2019-2021 through various high-level strategies such as strengthening of human capacity development of teachers and administrators, free school feeding programme for primary pupils, provision of adequate instructional materials, continuous rehabilitation of educational infrastructure, adequate assessment of teachers and students, etc.

Despite these forward-looking thoughts, none of the targets set under the review period was met by the sector as shown in Appendix 5. Though, there is improvement in achievements recorded relative to baseline values during the period.

d) Social Development and Welfare Sector Performance

Conscious effort was made on promotion and protection of fundamental human rights and interest of women and children to bridge gender inequalities for all-inclusive development in Osun State. These efforts involve: free food distribution to the vulnerable through food support schemes, engagement of more than 20,000 OYES cadets with an increment in their monthly stipends from N10,000.00 to N15,000,000.00, empowerment of over 1,950 women in various skills, renovation of state children's home, palliative distribution to vulnerable women, widows, people living with disabilities, people living with HIV/AIDS and indigent women during the COVID-19 Pandemic lockdown and after, facilitating the empowerment of 5,559 Women with the provision of spring loan by grooming centre, take-off grants to 200 persons with disabilities after being exposed to skill acquisition programmes, empowerment of over a million vulnerable families in the state through cash transfer unit, 1,200 children have been rehabilitated through juvenile welfare services,

and collaboration with federal government in the training of 250 Youths in various skills acquisition programmes.

The success through these efforts were also relatively commensurate with the performance recorded during the period under review. For instance, the state's target for the poverty rate from 2019 - 2021 was 9.90% while the actual recorded in 2019 and 2020 was 8.52%. In terms of awareness and sensitization on psychosocial support, there was a significant reduction in the prevalence rate of female genital mutilation in the state compared to actual value recorded of 45.90% in 2019, with the baseline value of 76.3% in 2013 and target set of 50% for the Plan period Of 2019 - 2028. (See Appendix 6 for more details)

e) Security, Law and Justice Sector Performance

According to available information in Appendix 7, non-availability of information on actual value recorded within the period did not allow to substantiate whether crime rate has reduced in the state or not. Meanwhile, all the targets set for the other various outcome indicators were not met during the period.

f) Commerce and Industry Sector Performance

For performance analysis and with reference to data available, the commerce and industry sector aimed to achieve the listed outcomes as captured in Appendix 8 within the period of implementing 2019 - 2028 SDP. From the table, the revenue target was not met during the period of the review; likewise job creation and number of people who have access to soft credit facilities.

However, concerning enhanced capacity of tradesmen and artisans, the sector performed significantly well by training between 2,530 - 7,230 artisans against the proposed 340 Artisans per annum during the review period. There was also improvement in the Level of access to investible fund, 60 percent achievement recorded against the set target of 10per cent. The aim of the sector to promote culture and tourism in the state was also not attained during the period (See Appendix 8 for more details).

lessons learnt in the implementation of the 2019 - 2028 SDP:

- Some of the outcomes need to be reviewed and re-crafted to make them achievable.
- There is need to adequately continue engaging stakeholders in the formulation and implementation of development plans and programmes through the bottom-up approach.
- It is necessary to rely more on domestic sources of finance and less on external sources, considering the State's unkind experience with externally induced stimuli for development.
- Inter-agency collaboration on cross-cutting issues is recommended.
- Proper linkage of MTSS and annual budgets to the SDP is required.
- It is essential to strengthen the statistical system in the state to bridge the gap of non-availability of data to assess the achievement of some vital outcome targets of the Plan.
- Need to strengthen M & E System in the State for effective monitoring and evaluation of plans to aid implementation.
- Critical to improve the technical capacity of all personnel involved in the planning and budgeting processes across all the MDAs in the state.
- Need to take all necessary parameters into consideration before setting targets, including ability to deliver.

1.7 Situation Analysis of Osun State Economy

GDP Profile of the State: The 2018 estimate of the 'Kingmakers Report' ranked Osun 2 among the 37 States in Nigeria including the Federal Capital Territory (FCT), Abuja. The metrics of the ranking were business environment, economic growth and labour. The computation was done based on data from NBS and National Population Commission. According to the estimates, the State GDP was estimated to be \$7,319,461,128 with a projected population of 5,016,594. The State GDP per capita is estimated to be \$1,464. Adults accounted for 68% of the total population while the remaining 32% were Children. The population age bracket 15 years and above was estimated to be 3.4 million, the remaining approximately 1.6 million represents children population.

Between 2015 and 2019, the agriculture sector's contribution to the GDP was around 36.50 per cent to 38.17 per cent whereas it provides employment to over 70 per cent of the labour force. The service sector whose contribution to the GDP within the same period was around 40.65 to 43.82 per cent provided less than 15 per cent of employment in the State, thereby creating income gap between these sectors. The agriculture and industry sectors are more employment elastic than the service sector,

which means that government policies on employment and income must focus on creating enabling environment for both sectors.

Osun State has enjoyed impressive GDP performance over the years, the nominal GDP of the State increased from 1.12 trillion naira in 2015 to approximately 1.67 trillion naira in 2019, a 67.07 per cent increment. However, the per capita GDP (i.e., per capita income) of the State in terms of US dollar reduced from \$1,233.31 in 2015 to \$998.92 in 2019. This might be due to the higher rate at which the population of the State is growing compared to GDP growth rate. Another reason could be the massive depreciation of the naira as a result of the exchange rate policy of the federal government; for example the exchange rate of one Nigerian naira to the USD was N197 in 2015 and N405 in 2021.

⁴ <https://www.kingmakers.africa/>

⁵ <http://www.nigerianstat.gov.ng/>

⁶ <http://www.population.gov.ng/>

TABLE 1.0: TOTAL GDP PROFILE OF THE STATE BY SECTOR AND YEAR

| S/N | GDP Contribution by Sector | Year | | | | | | | | | |
|-----|----------------------------------|------------|---------------------|------------|---------------------|------------|---------------------|------------|---------------------|------------|---------------------|
| | | 2015 | | 2016 | | 2017 | | 2018 | | 2019 | |
| | | % | (N' Million) | % | (N' Million) | % | (N' Million) | % | (N' Million) | % | (N' Million) |
| 1 | Agriculture | 36.5 | 408,614.01 | 39.05 | 467,361.11 | 38.17 | 506,997.30 | 38.17 | 567,532.78 | 38.17 | 636,658.27 |
| 2 | Industry | 21.54 | 241,146.30 | 17.13 | 205,083.72 | 21.18 | 281,295.44 | 21.18 | 314,882.10 | 21.18 | 353,234.74 |
| 3 | Services | 41.97 | 469,868.46 | 43.82 | 524,475.59 | 40.65 | 539,865.80 | 40.65 | 604,325.71 | 40.65 | 677,932.59 |
| | TOTAL | 100 | 1,119,628.77 | 100 | 1,196,920.42 | 100 | 1,328,158.54 | 100 | 1,486,740.59 | 100 | 1,667,825.60 |

Source: Osun State Bureau of Statistics, 2022

Table 1 above is the distribution of Osun GDP into three major sectors of the economy – agriculture, industry and services. Critical analysis of contribution of each of these major sectors shows that services is the major driver of Osun economy

over the years (2015 – 2019). In each of the years under the review, services has the highest GDP followed by agriculture and lastly by industry. The per centage contribution of each of these sectors is shown in Figure 1 below.

FIGURE 1: PER CENTAGE CONTRIBUTION OF AGRICULTURE, INDUSTRY AND SERVICES SECTORS TO OSUN GDP BETWEEN 2015 AND 2019

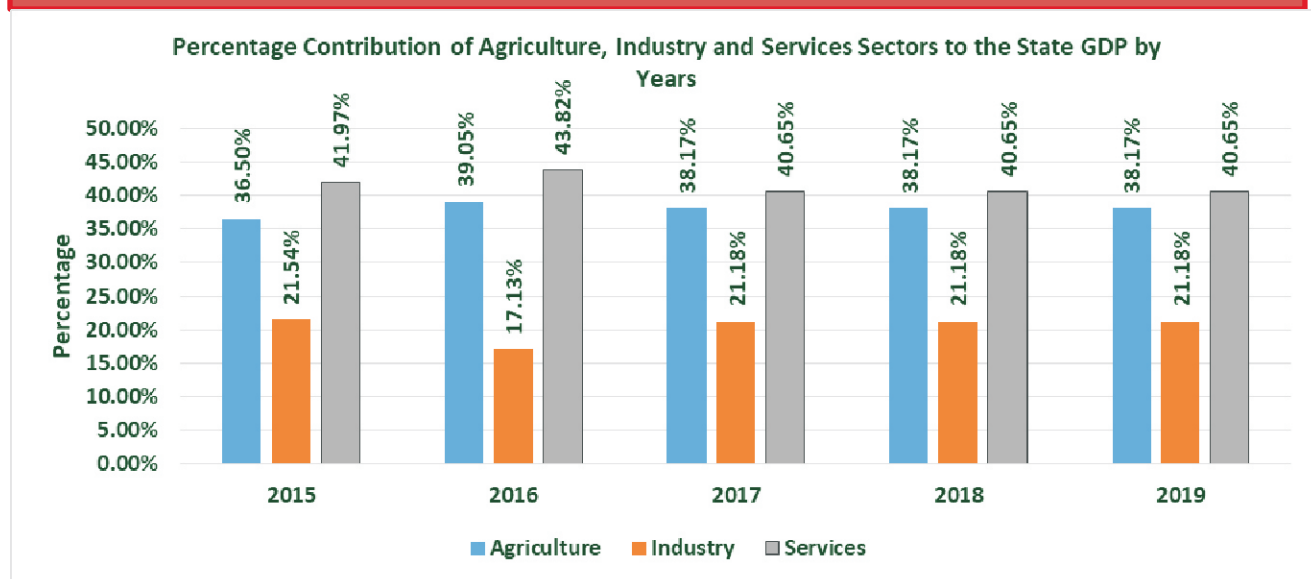


Figure 1 above is a visual representation of Percentage contribution of Agriculture, Industry and Services to the State GDP. Between 2015 and 2019, the Services Sector has the highest GDP followed by Agriculture and Industry.

TABLE 2: CONTRIBUTION OF SUB-AGRICULTURE COMPONENTS TO THE TOTAL GDP OF AGRICULTURE SECTOR BY YEAR

| S/N | Agriculture Sector | Year | | | | | | | | | |
|-----|--------------------|------|--------------|-------|--------------|-------|--------------|-------|--------------|-------|--------------|
| | | 2015 | | 2016 | | 2017 | | 2018 | | 2019 | |
| | | % | (N' Million) | % | (N' Million) | % | (N' Million) | % | (N' Million) | % | (N' Million) |
| 1 | Crop production | 88.5 | 361,618.33 | 84.86 | 396,590.25 | 87.46 | 443,429.57 | 87.46 | 496,375.06 | 87.46 | 556,833.54 |
| 2 | livestock | 8.42 | 34,394.69 | 12.16 | 56,838.97 | 9.73 | 49,339.25 | 9.73 | 55,230.36 | 9.73 | 61,957.42 |
| 3 | Forestry | 2.77 | 11,300.42 | 2.45 | 11,473.38 | 2.35 | 11,921.66 | 2.35 | 13,345.11 | 2.35 | 14,970.54 |
| 4 | Fishing | 0.32 | 1,300.57 | 0.53 | 2,458.51 | 0.45 | 2,306.82 | 0.45 | 2,582.25 | 0.45 | 2,896.77 |
| | Total | 100 | 408,614.01 | 100 | 467,361.11 | 100 | 506,997.30 | 100 | 567,532.78 | 100 | 636,658.27 |

Source: Osun State Bureau of Statistics, 2022

Table 2 above shows the distribution of contribution of each of the sub-components of Agriculture (Crop Production, Livestock, Forestry and Fishing) to the total GDP of Agriculture in Osun State for the period under review. Crop Production

has the highest contribution thereby serving as one of the major drivers of Osun Economy. Fishing has the least contribution. Figure 2 below is a visual representation of these distributions.

FIGURE 2: PER CENTAGE CONTRIBUTION OF AGRICULTURE SUB COMPONENTS TO TOTAL GDP OF AGRICULTURE BETWEEN 2015 AND 2019

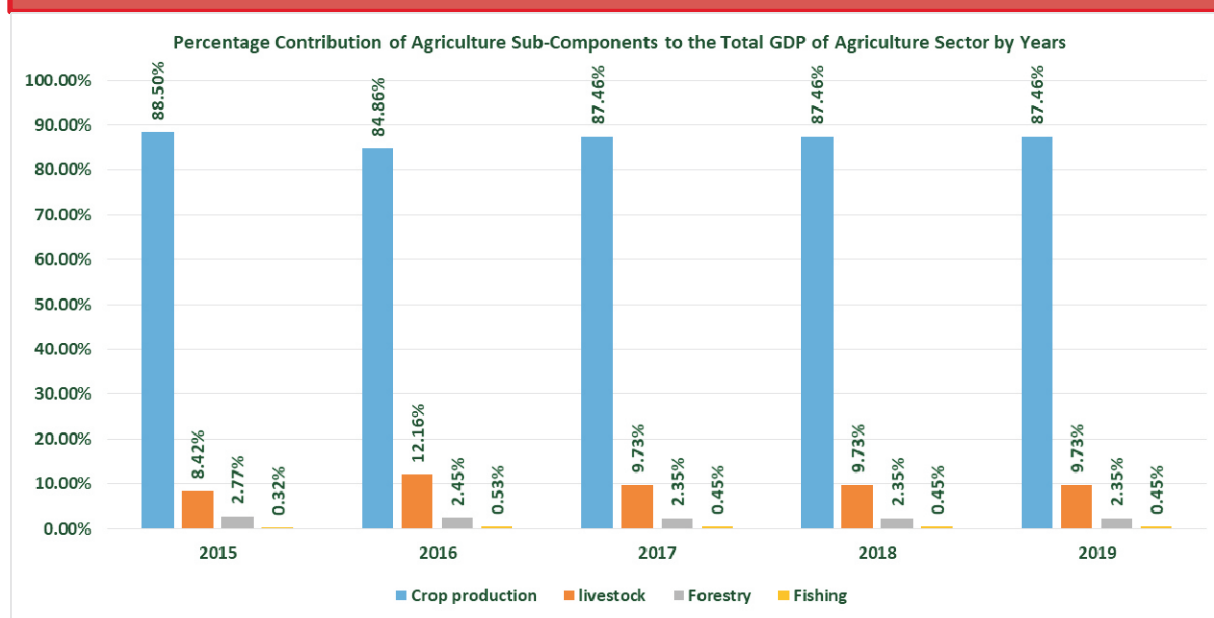


TABLE 3: CONTRIBUTION OF SUB-INDUSTRY COMPONENTS TO THE TOTAL GDP OF INDUSTRY SECTOR BY YEAR

| S/N | Industry Sector | Year | | | | | | | | | |
|-----|--------------------------------------|------------|-------------------|------------|-------------------|------------|-------------------|------------|-------------------|------------|-------------------|
| | | 2015 | | 2016 | | 2017 | | 2018 | | 2019 | |
| | | % | (N'Million) | % | (N'Million) | % | (N'Million) | % | (N'Million) | % | (N'Million) |
| 1 | Mining & Quarrying | 0.47 | 1,144.82 | 0.53 | 1,086.50 | 0.42 | 1,188.73 | 0.42 | 1,330.66 | 0.42 | 1,492.73 |
| 2 | Manufacturing | 43.57 | 105,061.51 | 44.17 | 90,580.62 | 44.22 | 124,386.19 | 44.22 | 139,237.90 | 44.22 | 156,197.08 |
| 3 | Construction | 5.17 | 12,477.44 | 4 | 8,198.10 | 4.13 | 11,608.08 | 4.13 | 12,994.08 | 4.13 | 14,576.76 |
| 4 | Water Supply, Sewage | 0.78 | 1,889.38 | 1.31 | 2,676.64 | 1.23 | 3,464.72 | 1.23 | 3,878.41 | 1.23 | 4,350.80 |
| 5 | Water, Waste Management, Remediation | 50 | 120,573.15 | 50 | 102,541.86 | 50 | 140,647.72 | 50 | 157,441.05 | 50 | 176,617.37 |
| | Total | 100 | 241,146.30 | 100 | 205,083.72 | 100 | 281,295.44 | 100 | 314,882.10 | 100 | 353,234.74 |

Source: Osun State Bureau of Statistics, 2022

Table 3 above shows the contributions of sub-components of the industry sector to the total GDP of the Industry Sector over the period under review (2015 – 2019). Water, waste management

and remediation has the highest contribution, followed by manufacturing while mining and quarrying has the least contribution followed by water supply and sewage.

FIGURE 3: PERCENTAGE CONTRIBUTION OF SUB COMPONENTS OF INDUSTRY TO TOTAL GDP OF INDUSTRY BETWEEN 2015 AND 2019

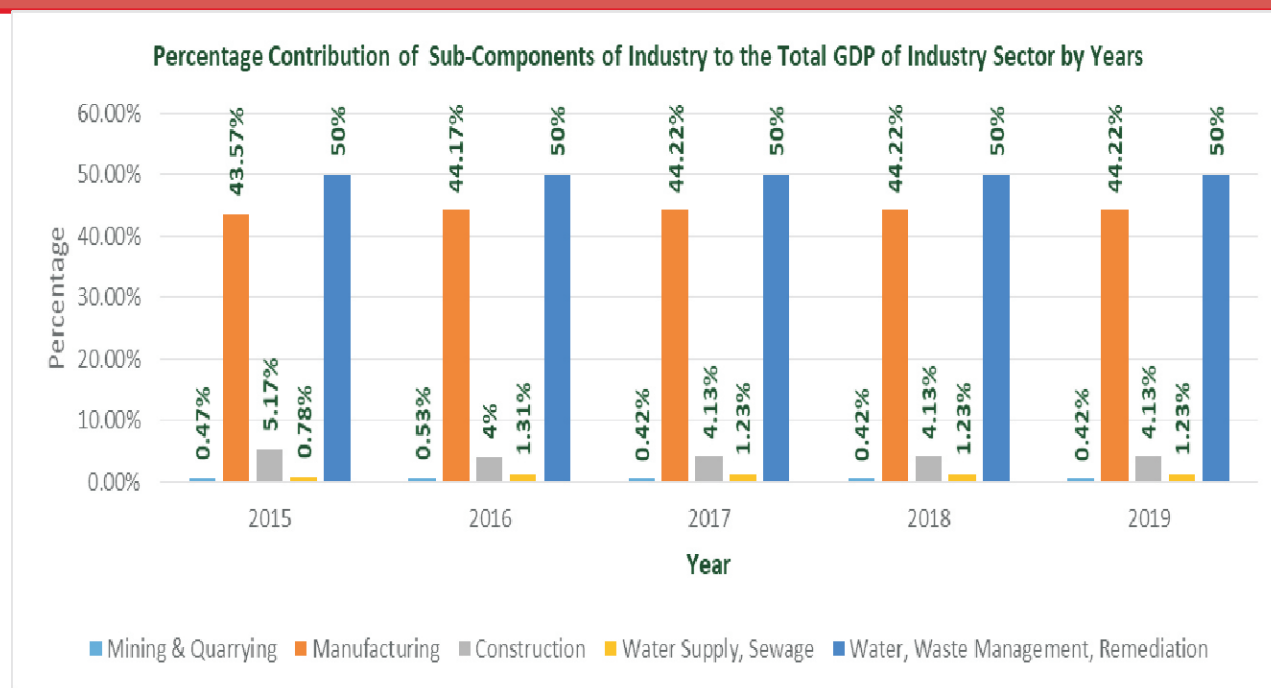


Figure 3 above is a graphic representation of percentage contribution of each of the sub-components of industry to the total GDP of the

industry sector. Over the period under review, water, waste management and remediation has

the highest contribution than all other components.

As of 2019, mining and quarrying has the least contribution over the year under consideration.

TABLE 4: PERCENTAGE CONTRIBUTION OF SUB-SERVICE COMPONENTS TO THE TOTAL GDP OF SERVICE SECTOR BY YEAR

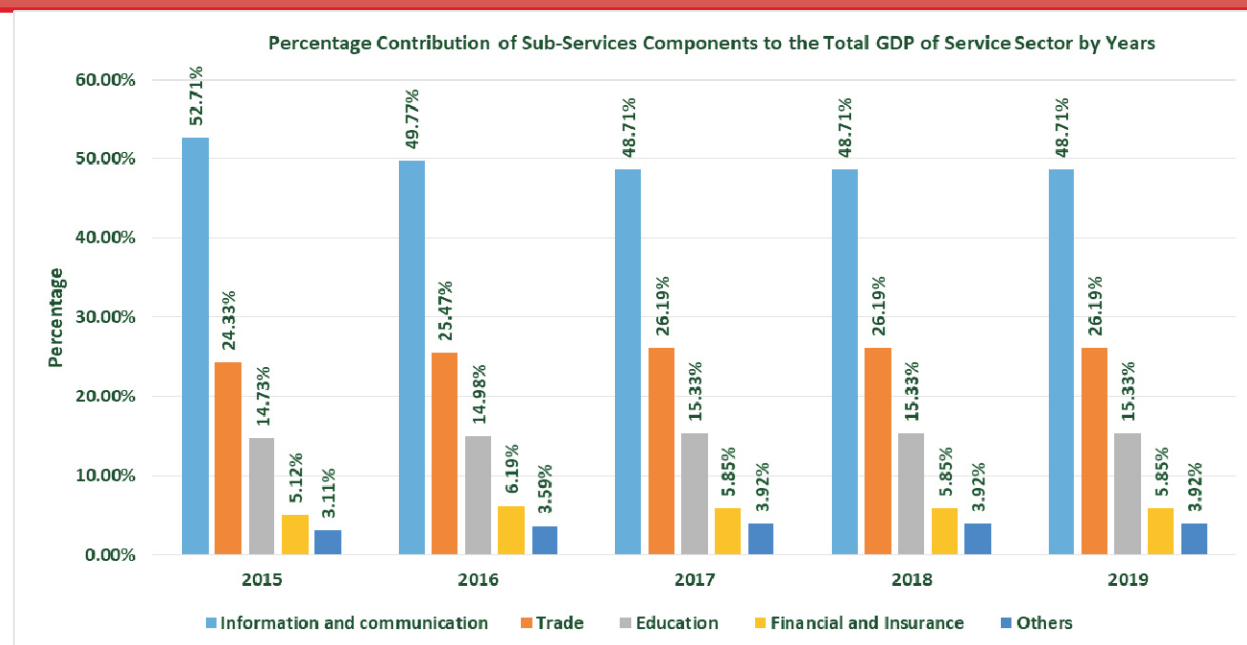
| S/N | Service Sector | Year | | | | | | | | | |
|-----|-------------------------------|------------|-------------------|------------|-------------------|------------|-------------------|------------|-------------------|------------|-------------------|
| | | 2015 | | 2016 | | 2017 | | 2018 | | 2019 | |
| | | % | (N' Million) | % | (N' Million) | % | (N' Million) | % | (N' Million) | % | (N' Million) |
| 1 | Information and communication | 52.71 | 247,676.51 | 49.77 | 261,054.79 | 48.71 | 262,985.07 | 48.71 | 294,385.43 | 48.71 | 330,241.58 |
| 2 | Trade | 24.33 | 114,316.27 | 25.47 | 133,591.26 | 26.19 | 141,380.51 | 26.19 | 158,261.34 | 26.19 | 177,537.57 |
| 3 | Education | 14.73 | 69,201.37 | 14.98 | 78,567.02 | 15.33 | 82,779.58 | 15.33 | 92,663.46 | 15.33 | 103,949.87 |
| 4 | Financial and Insurance | 5.12 | 24,040.38 | 6.19 | 32,441.40 | 5.85 | 31,572.28 | 5.85 | 35,342.01 | 5.85 | 39,646.67 |
| 5 | Others | 3.11 | 14,633.93 | 3.59 | 18,821.12 | 3.92 | 21,148.36 | 3.92 | 23,673.47 | 3.92 | 26,556.90 |
| | Total | 100 | 469,868.46 | 100 | 524,475.59 | 100 | 539,865.80 | 100 | 604,325.71 | 100 | 677,932.59 |

Source: Osun State Bureau of Statistics, 2022

Table 4 above depicts the contributions of the sub-components of the service sector to the total GDP of the service sector over the period under review. Information and Communication clearly

has the highest contribution than others while other services contributed the least within the year under the review.

FIGURE4: PERCENTAGE CONTRIBUTION OF SUB-SERVICES COMPONENTS TO TOTAL GDP OF SERVICES BETWEEN 2015 AND 2019



The Figure 4 is a graphical representation of Table 4 above.

Actual Revenue and Expenditure Profile of the State: The IGR of the state increased significantly from 11.8 billion naira in 2015 to 20.6 billion naira in 2021 and revenue from the Federation Account (i.e., FAAC) also follows the same trend of 33.9 billion naira to 54.1 billion naira within the same period. (See Table 5 and Figure 5 for more details). Though, there is improvement in tax revenue, however, tax to GDP ratio of the State is still far below 15 per cent threshold of tax revenue-GDP ratio. The threshold for tax revenue (IGR) to GDP ratio for

any level of government is supposed to be at least 15 per cent according to the UN threshold of tax revenue-GDP ratio. This means, the IGR to GDP ratio for the state is extremely small and shows that the state is still performing below its optimum capacity in IGR. The state tax-net needs to be creatively widened.

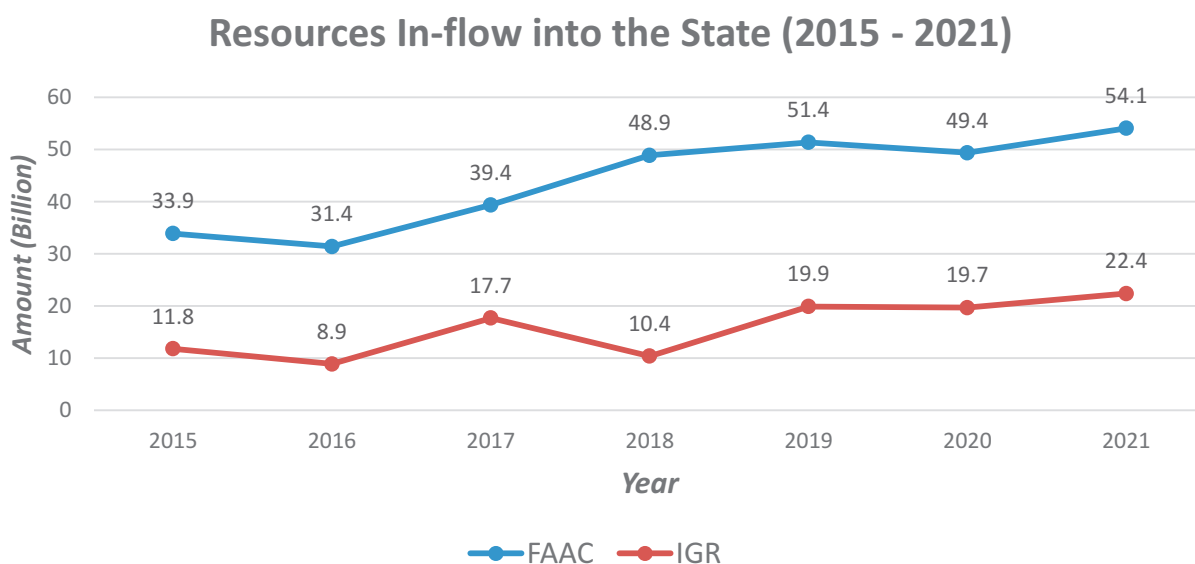
In the years under consideration, the state IGR is perpetually lower than the revenue from FAAC. The implication is that Osun economy, to a large extent, depends on crude oil, which is the mainstay of the national economy

TABLE 5: FAAC (2015 - 2021) AND IGR TO GDP RATIO

| Year | FAAC (Billion Naira) | IGR (Naira) | State GDP | IGR to GDP Ratio |
|------|----------------------------|-------------------|----------------------|---------------------|
| 2015 | 33.9 | 11,800,000,000.00 | 1,119,628,770,000.00 | 1.05% |
| 2016 | 27.1 | 13,500,000,000.00 | 1,196,920,420,000.00 | 1.13% |
| 2017 | 36.3 | 13,700,000,000.00 | 1,328,158,540,000.00 | 1.03% |
| 2018 | 54.2 | 33,400,000,000.00 | 1,486,740,590,000.00 | 2.25% |
| 2019 | 51 | 17,700,000,000.00 | 1,667,825,600,000.00 | 1.06% |
| 2020 | 51.3 | 16,900,000,000.00 | | |
| 2021 | 54.1 | 20,600,000,000.00 | | |

Source: The State of States Report Budget, 2021

FIGURE 5: STATE REVENUE INFLOW (2015 - 2021)



In terms of actual expenditure profiles of the state, the recurrent expenditure (i.e., personnel and overhead) accounted for higher proportions during the review period except for years, 2017 and 2019. From Table 6 below, overhead expenditure was the highest in 2015 (N38.14bn)

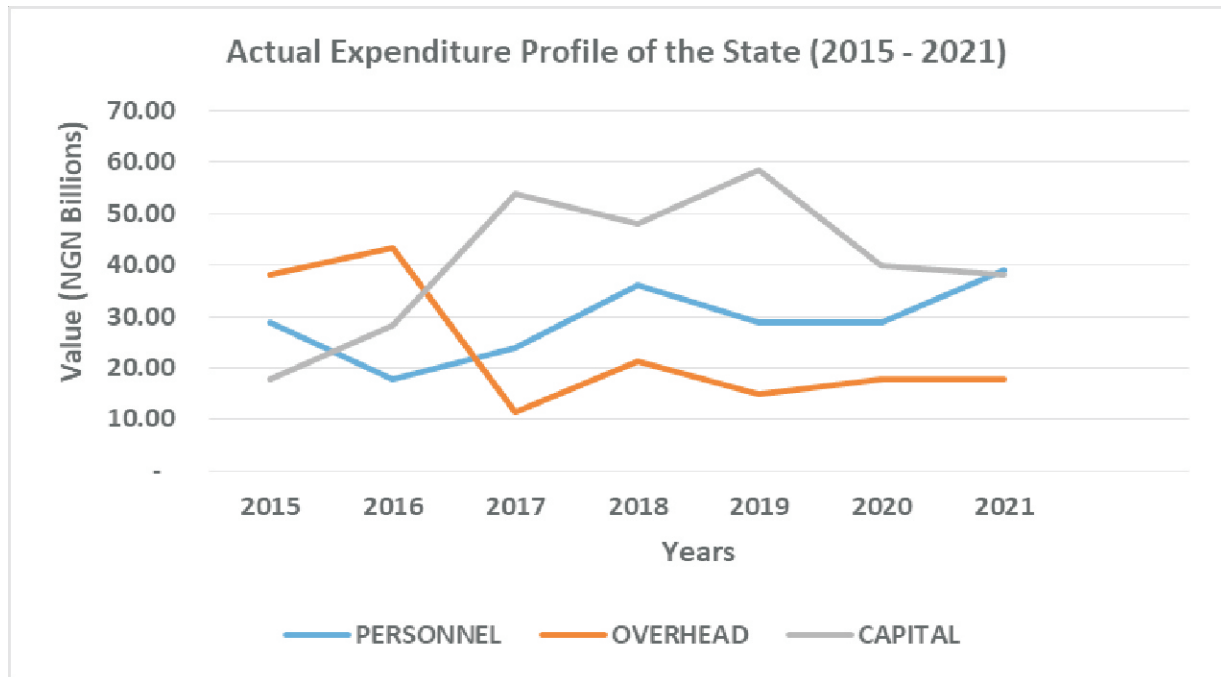
and 2016 (N43.28bn) while Capital was the highest in 2017 (N53.94bn), 2018 (N48.12bn), 2019 (N58.43bn) and 2020 (N39.79bn). Personnel was the highest in 2021 (N38.94bn). This scenario is visually depicted in Figure 6 below.

TABLE 6: STATE EXPENDITURE PROFILE (2015 - 2021)

| Year | PERSONNEL (#) | OVERHEAD (#) | Total Recurrent (#) | CAPITAL(#) | Capital : Recurrent (Ratio) |
|------|-------------------|-------------------|---------------------|-------------------|-----------------------------|
| 2015 | 28,771,470,194.73 | 38,140,547,164.14 | 66,912,017,358.87 | 17,924,519,266.76 | 27% |
| 2016 | 17,817,973,595.60 | 43,283,528,647.30 | 61,101,502,242.90 | 28,359,241,025.02 | 46% |
| 2017 | 23,778,614,981.60 | 11,530,098,552.73 | 35,308,713,534.33 | 53,940,409,830.78 | 153% |
| 2018 | 36,197,353,206.96 | 21,341,510,178.15 | 57,538,863,385.11 | 48,123,251,903.35 | 84% |
| 2019 | 28,802,926,452.74 | 14,799,471,244.98 | 43,602,397,697.72 | 58,425,112,456.47 | 134% |
| 2020 | 28,748,672,359.37 | 17,924,961,270.25 | 46,673,633,629.62 | 39,793,763,054.86 | 85% |
| 2021 | 38,937,271,130.18 | 17,896,675,116.78 | 56,833,946,246.96 | 38,165,840,787.01 | 67% |

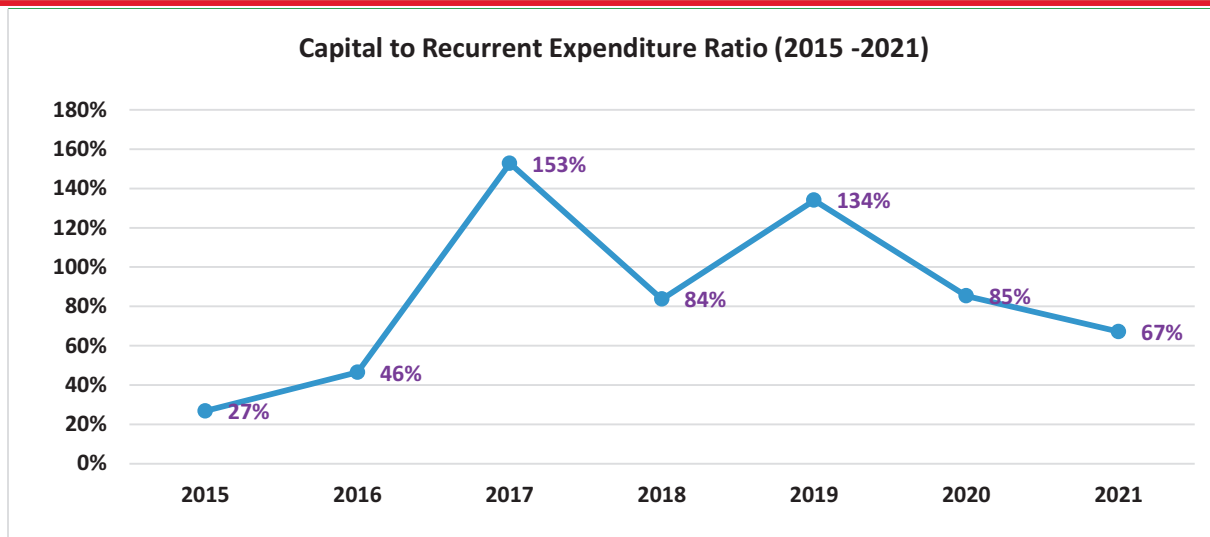
Source: Ministry of Economic Planning, Budget and Development, Osun State.

FIGURE 6: STATE ACTUAL EXPENDITURE TRENDS



The Figure 7 below is a ratio of Capital to Recurrent Expenditure (Personnel & Overhead) for 2015 to 2021.

FIGURE 7: CAPITAL TO RECURRENT EXPENDITURE RATIO (2015 - 2021)



1.8 Structural outline of the Plan

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

Part one consists of three chapters and provides the introduction and background to the Plan; profile of Osun State; and the Strategic Framework.

Part two consists of sixteen chapters. It comprises sector briefs with focus on the overview of the sector, key challenges,

objectives, deliverables, high-level strategies and results framework for each of the 16 sectors into which the economy of Osun State is divided.

Part three consists of three chapters. It describes implementation of the Plan; how the Plan will be financed, and how the Plan implementation will be monitored and evaluated.

CHAPTER 2: PROFILE OF OSUN STATE

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

Human development is defined as the process of enlarging people's freedom and opportunities and improving their well-being. The indices for measuring human development include the measure of life expectancy, education and per capita income for countries worldwide. These are called Human Development Indices (HDIs). Improvement in the indices is interpreted to mean

improvement in human development. The review of the 2019 - 2028 SDP was an opportunity to assess some of the human development and macroeconomic indicators over the period of 13 years i.e., 2008-2021 as set out in Table 7 below and this illustrated the performances of Osun State in various itemized indicators within the review period.

TABLE 7: SELECTED HUMAN DEVELOPMENT INDICES AND BASIC MACROECONOMIC INDICATORS OF OSUN STATE

| Index/Indicator | 2008 | 2013 | 2018 | 2021 |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Human Development Index rank among 36 States in Nigeria | | 9 (NHD Report 2018) UNDP | 14 (NHD Report 2018) UNDP | |
| Fiscal Sustainability Index rank among 36 States of Federation | | | 32 nd | 19 th |
| GDP (₦' Million) | 79,271.30 | 986,178.85 | 1,645,499.50 | |
| Projected Population | 3,637,733 | 4,254,107 | 4,974,919 | 5,464,779 |
| GDP Per Capita (\$) | 183.07 | 1,448.86 (FX 160) | 915.47 (FX 361.3) | |
| GDP Per Capita (₦) | 23,036.04 | 231,818.06 | 330,759.05 | |
| Budget Performance (%) | 82.95 (Osun Fin. Report, 2008) | 56 (Osun Fin. Report, 2013) | 60.63 (Osun Fin. Report, 2018) | 86.48 |
| Proportion of IGR to Total Revenue (%) | 15.32 | 11.10 (Osun Fin. Report, 2013) | 15.79 (Osun Fin. Report, 2018) | 19.86 (Osun Fin. Report, 2021) |
| Proportion of IGR to GDP (%) | 8.99 | 0.91 | 2.25 | |
| Unemployment Rate (%) | | | 10.1 (NBS AAS, 2019) | 11.65 (NBS LFS 2020) |
| Inflation Rate (%) | 7.9 (NBS) Nat'nal Av. | 10.2 (NBS) Nat'nal Av. | 14.2 (NBS) Nat'nal Av. | 15.8 (NBS) Nat'nal Av. |
| Poverty rate | | | 17.5 (NHD Report 2018) UNDP | 8.52 (NBS NLSS 2020) |
| Life Expectancy at Birth (years) | | 54 (NHD Report 2016) UNDP | 52 (NHD Report 2018) UNDP | |
| Literacy Rate (%) | | 92.2 (MICS 4, NBS 2011) | 94.75 (MICS 5, NBS 2016) | |

| Index/Indicator | 2008 | 2013 | 2018 | 2021 |
|---|---------------------------------|-------------------------|-----------------------------|-----------------------------|
| Primary School Enrolment Rate | | 65.61 (NBS AAS, 2019) | 28.28 | |
| Immunization Coverage (%) | | 55.7 (MICS 4, NBS 2011) | 43.0 (MICS5/NICS, NBS 2016) | 74.5 (MICS5/NICS, NBS 2021) |
| Fertility Rate (Women 15-49years) | | 4.9 (MICS 4, NBS 2011) | 4.7 (MICS 5, NBS 2016) | 3.5 (MICS5/NICS, NBS 2021) |
| Infant Mortality Rate (per 1,000) | 86 (MICS 3, NBS 2007) Nat'nal | 40 (MICS 4, NBS 2011) | 78 (MICS 5, NBS 2016) | 17 (MICS5/NICS, NBS 2021) |
| Under 5 Mortality Rate (per 1,000) | 138 (MICS 3, NBS 2007) Nat'nal | 56 (MICS 4, NBS 2011) | 78 (MICS 5, NBS 2016) | 22 (MICS5/NICS, NBS 2021) |
| Stunting Rate % | 34.3 (MICS 3, NBS 2007) Nat'nal | 22.2 (MICS 4, NBS 2011) | 23.5 (MICS 5, NBS 2016) | |
| Underweight % | 25.3 (MICS 3, NBS 2007) Nat'nal | 11.0 (MICS 4, NBS 2011) | 18.7 (MICS 5, NBS 2016) | |
| Wasting Rate (%) | 10.8 (MICS 3, NBS 2007) Nat'nal | 6.6 (MICS 4, NBS 2011) | 8.0 (MICS 5, NBS 2016) | |
| Average Hours of Electricity Supply Per day (Hours) | 16 (OSIPA Report) | 16 (OSIPA Report) | 16 (OSIPA Report) | 16 (OSIPA Report) |
| Available Arable Land (ha) | 304,750 MAFS | 325,320 MAFS | 298,162 MAFS | 386,965 MAFS |
| Total Land Area (Ha) | 902,600 | 902,600 | 902,600 | 902,600 |
| Cultivated Area (ha) | 295,000 MAFS | 310,200 MAFS | 280,200MAFS | 345,720 MAFS |
| Farm Settlement (ha) | 26,045 MAFS | 29,650 MAFS | 27,950 MAFS | 28,673 MAFS |

Source: National Population Council (2017), Nigeria Demographic and Health Survey (DHS) 2013; Smart Survey 2013, NHD Report 2018, UNDP, NHD Report 2016, UNDP, MICS 3, NBS 2007, MICS 4, NBS 2011, MICS 5, NBS 2016. Annual Abstract of Statistics 2018, 2019, Osun Investment Promotion Agency (OSIPA) Report, Ministry of Agriculture and Food Security, Osun State, State Bureau of Statistics, Osun State Financial Annual Report.

The present administration has been pursuing and sustaining various fiscal reforms which are now yielding results. For instance, in the year, 2021 the State has climbed to the 19th position on the Fiscal Sustainability Index which is far better than 32nd position recorded in the year, 2018 among 36 states of the federation as indicated in the table 7. There is also an improvement in Human Development Indices (HDIs) for the past four years, through the laudable and people-centered projects and programmes. Some of these include the Osun Youth Employment Scheme (O-YES); the School Feeding Programme (O-MEAL);

financial support for the aged and widows; Osun Food Support Scheme; Osun Ambulance (O-AMBULANCE) and Osun Road Access Mobility Project (O-RAMP). The state government's efforts have yielded results. For example, the State poverty rate reduced drastically from 17.5 % in 2018 to 8.52% in 2020, according to NBS (NLSS, 2020).

Briefs on some of the programmes of the State government are as follows:

Osun Elementary School Feeding and Health Programme (O-MEALS): The programme provides free nutritious lunch to

about 253,000 elementary school pupils daily. Osun State pioneered the School Feeding Programme. Attendance rate in schools has been on the increase since the introduction of the programme. In addition to providing better nutrition for the pupils, the programme also provides employment to food vendors and is cost saving for parents. Because of the successful implementation of the programme, the Federal Government of Nigeria has adopted the idea and has asked other states to understudy the programme.

Osun Food Support Scheme: The Scheme avails the State the opportunity to feed 30,000 vulnerable persons on a monthly basis.

Osun Ambulance (O-AMBULANCE): The state government provided ambulances to throughout the state to help reduce accident-related deaths on the roads. Paramedics were trained to provide accident victims with first aid treatment before taking them to a hospital. Free eyeglasses are also provided as part of the health programme. These have improved the health status of the people of the state.

Osun Youth Empowerment Scheme (O-YES): Through the scheme, more than N200 million is injected into the state economy monthly through the payment of average of

#12,000 per beneficiary to 20,000 youths. This has provided employment for youths at the grassroots level. The scheme is currently being replicated by the federal government under the name N-POWER. Osun State was rated high by the World Bank for its successful implementation of the youth empowerment scheme.

Osun Road Access Mobility Project (O-RAMP): This project opened rural areas in the state that are noted for agricultural production through provision of rural roads. It is now easier for farmers in the state to transport their produce to the markets in urban areas because of the programme. The programme, which has increased the economic activities of the State, is implemented in collaboration with the African Development Bank (AfDB). In addition, from 2014 - 2017, 10km length roads were constructed in each local government area of the state to ease traffic and support rural development.

These programmes have resulted in the assessment of Osun State as the second best in Human Capital Development by the Ford Foundation, and the Elumelu Foundation in November 2017.

2.2 Location and Topography

Osun State lies approximately between longitude 3.5945° and 5.65°E and latitude 6.52° and 8.611°N, covering an area of approximately 14,875 square kilometers. It is bounded by Ogun State to the South, Kwara State to the North, Oyo State to the West, and Ekiti and

Ondo States to the East. The state has many hills in towns like Ikirun, Iragbiji, Ilesha and Ile-Ife. The political map of the state is presented in Figure 8. The figure depicts the 30 Local Government Areas of the State and the three senatorial districts.

FIGURE 8: OSUN MAP



2.3 Climate

The climate of Osun State is humid tropical with distinct wet and dry seasons, which Koppen⁷ classified as AW. The dry season usually starts in November and lasts until April while the rainy season spans the period between April and October. The rains come with two peaks - the first in June and the second in September. The annual rainfall can reach up to 1,800mm in many parts of the state. The mean minimum temperature is about 18°C while the maximum is up to 30°C.

Historically, the ecology of the state was of two dominant vegetation types; low land rainforest to the south especially in Ile-Ife and Ijesha regions and dry rainforest which transits to Guinea Savanna in the north mainly in the Iwo-Ejigbo axis. Savanna patches found in areas around Gbongan and Odeomu are largely edaphic, occurring because of the nature of the soils on which they grow. The original forests were dominated by trees such

as *Khaya* sp., *Entandrophragma* sp., *Lovoa trichilioides* and *Gosweilerodendron balsamiferum*, *Nesogordonia papaverifera*, *Triplochiton scleroxylon*, *Anthocleista nobilis*, *Celtis* spp and *Melicia excelsa* (Iroko). Many of these trees can still be found especially in the forest reserves. Species such as *Vitellaria paradoxa* (emi), *Hymenocardia acida* and *Parkia* spp are significant in the savanna region of the state.

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

⁷Wladimir Koppen is a German botanist-climatologist who proposed vegetation-based empirical climate classification system

2.4 Population: Size and Age Distribution

According to the 2006 National Population Census, the population of Osun State was 3,416,959, of which males and females accounted for 1,734,149 and 1,682,810 or 50.8% and 49.2% respectively⁸. In terms of age, based on the 2006 population census those falling within 0-14 years, 15-64 years and above 64 years accounted for 1,260,698, 2,027,230 and 129,031 respectively. The data shows that as of 2006, there were more males than females; representing 50.8 per cent of the total population of the state.

The population of the state in the year 2022 is projected as 5,638,559 and it is expected to skyrocket to 13,977,784 by the year 2050,

using a growth rate of 3.18 per cent per annum. Based on the population projection for the year, 2022, those between the ages of 0-9 years, 10-19 years, 20-29 years, 30-39 years, 40-49 years, 50-59 years, 60-69 years and above 70 years accounted for approximately 25%, 24%, 19%, 12%, 9%, 5%, 3% and 3% of the projected population respectively. The trend is the same for the year, 2050; the population predominantly consisted of youths. This underlines and affirms the need for the state to focus attention on development issues affecting the youths, such as education, employment, sexual and reproductive health and recreation.

FIGURE 9: OSUN POPULATION DISTRIBUTION BY SEX AND YEARS

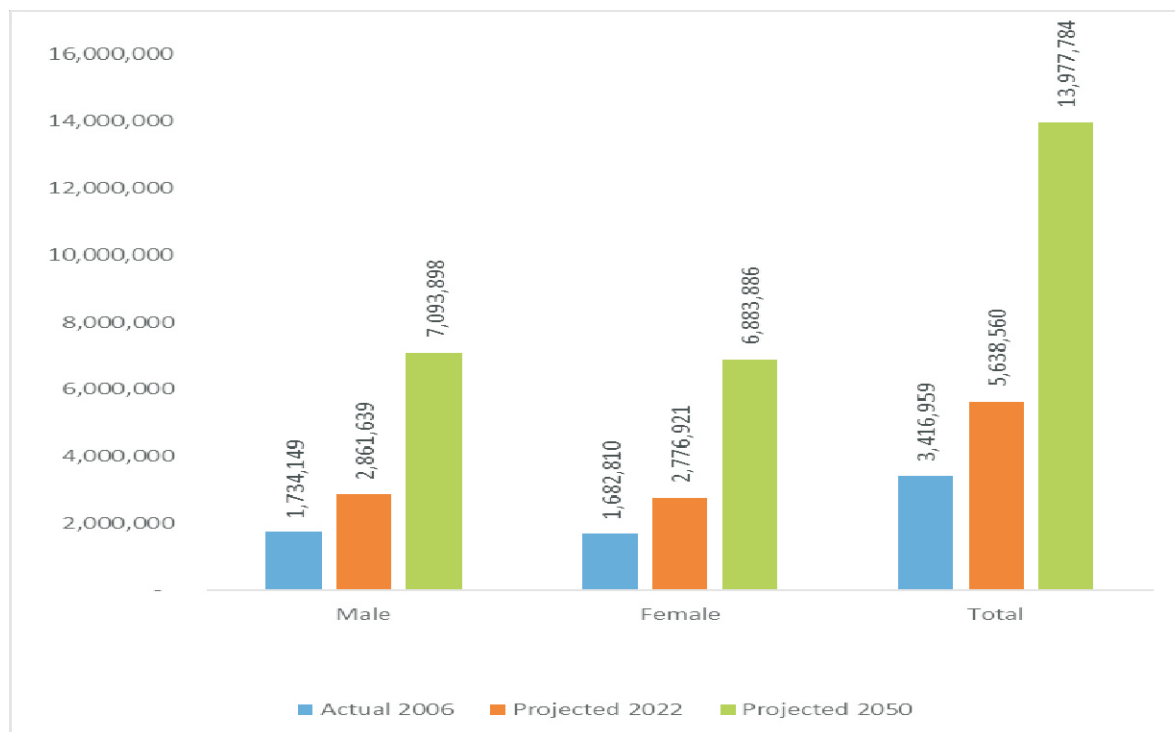
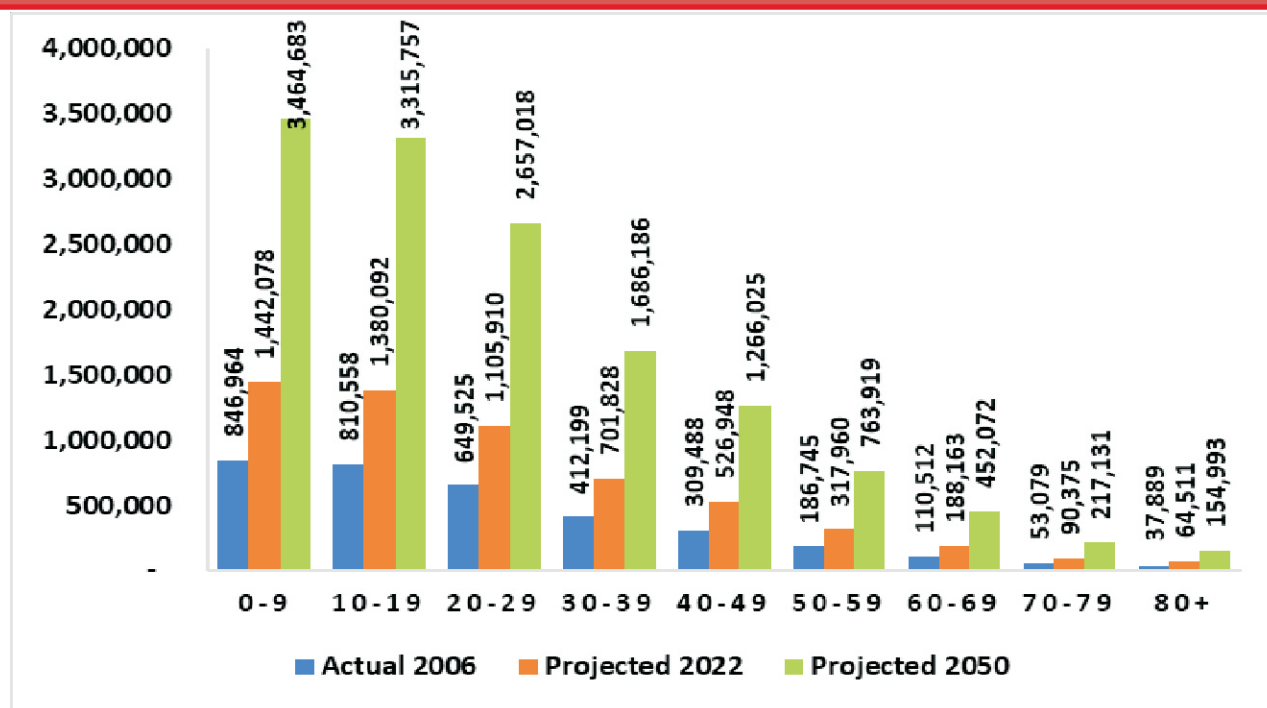


Figure 9 above shows that in the current year (2022) the projected state population is 5.64 million comprising of 2.86 males and 2.78 females. The projected state population for

2050 is 13.98 million, which is made up of 9.09 males and 6.88 females. This projection is based on the 2006 National Census which puts the state total population at 3.42 million.

⁸ See Appendix 10 for Osun State Population Distribution by LGA

FIGURE 10: OSUN STATE POPULATION BY AGE GROUP



From Figure 10 above, the state population was divided into 9 sub-groups. In the current year (2022), the population aged 0 - 9 Yrs. is projected to be 1.40 million; 10 - 19 Yrs. is 1.34 million; 20 - 29 Yrs. is 1.07 million; 30-39 Yrs. is 0.68 million; 40-49 Yrs.; is 0.51 million; 50-59 Yrs. is 0.31 million; 60-69 Yrs. is 0.18 million; 70-79 Yrs. is 0.09 million and 80+ Yrs. is 0.06 million. For the year 2050 state projected population, the distribution is as follows; 0 - 9 Yrs. is projected to be 3.46 million; 10 - 19 Yrs. is 3.32 million; 20 - 29 Yrs. is 2.66 million; 30-39 Yrs. is 1.69 million; 40-49 Yrs. is 1.27 million; 50-59 Yrs. is 0.76 million; 60-69 Yrs. is 0.54 million; 70-79 Yrs. is 0.21 million and (80+ Yrs.) is 0.15 million. These projections were based on the 2006 national census which put the population aged 0-9 Yrs. as 846,964; 10-19 Yrs. as 810,558; 20-29 Yrs. as 649,525; 30-39 Yrs. as 412,199; 40-49 Yrs. as 309,488; 50-59 Yrs. as 186,745; 60-69 Yrs. as 110,512; 70-79 Yrs. as 53,079 and 80+ Yrs. as 37,889.

2.5 Local Government Structure

The local government is the third tier of the administrative structure in Nigeria. The local government system is guaranteed under section seven of the 1999 Nigerian constitution. It is, therefore, autonomous with legal status. As a matter of fact, it is the government at the grassroots level. Osun State currently has 30 Local Government Areas (LGAs), 33 Local Council Development Areas (LCDAs), 3 Area Councils (ACs), and two Administrative Offices (AOs). The local government areas were created by the 1999 Constitution of Nigeria. The other Local Administrative Divisions (LCDAs, ACs and AOs) were created by the state government to facilitate and strengthen governance. It is envisaged that all the LGAs and local administrative divisions of the state will fully contribute to the implementation of this State Development Plan. In this wise, LGAs will be supported to prepare their own medium- term strategies for implementing sections of the SDP that pertain to them.

Appendix 9 presents the list of Local

Administrative Divisions of the state as at May 2018. Appendix 10 presents the 30 Local Government Areas of the state and their population.

2.6 Cultural Heritage

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

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

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

The Osun-Osogbo grove has about 40 sanctuaries and shrines, sculptures and art works in honour of Osun (the goddess of fertility) and other deities. The site is protected by state law from fishing, hunting,

poaching, felling of trees and farming. The grove is part of the National Tourism Development Master Plan that was established in collaboration with the World Tourism Organization (WTO) and United Nations Development Programme (UNDP).

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

2.7 Major Potential of Osun State

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

Agriculture: The climate of the state is conducive to commercial production of eight major categories of agricultural produce which have extensive potential for industrial utilization. For instance, estimates of cocoa produce in the year, 2020 was N19.6 billion and Osun State ranked as the 3rd largest exporter of Cocoa in Nigeria. The other agricultural produce in which the state has comparative advantages are cereals such as maize and beans; roots and tubers like cassava, yam and cocoyam, as well as fruits and vegetables like oranges, cashew, mango and tomatoes.

Agriculture contributes significantly to the state's GDP. Most especially, the forestry sub-sector has placed the state in 5th position in the country. There are a lot of deliberate policies for mass food production in the state that were initiated by the previous and current administrations in recognition of the enormous potential for agriculture and employment generation. The initiative, Osun Rural Enterprise and Agriculture Programme (O-REAP), was designed to enable the Ministry of Agriculture give priority to the agriculture commodity value chain - spanning production, processing, storage, preservation and marketing.

Tourism: The National Institute for Policy and

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

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

Mining and Solid Mineral Resources Development: Osun State is endowed with diverse mineral resources, including gold, lead, zinc, feldspar, quartz, etc, they are classified into (a) precious stones such as gold and aqua marine; (b) metallic minerals or heavy metals such as columbite (found in Atakunmosa West, Ife East), tin ore (Atakumosa East and West and Ife Central), and iron ore found in Ejigbo and Ola Oluwa; and (c) industrial minerals such as granite and gravel⁹. The state has the largest gold deposit in Nigeria with at least ten gold licenses. The operation of Nigeria's only large-scale commercial gold mine has begun in Osun State and the facility started producing gold in 2021. In Osun State, a combination of conventional open-pit and underground methods

of mining, involving drilling and blasting, followed by loading and hauling, was proposed for the Segilola Gold Project. The major mining fleet will comprise 200 tons excavators and 90 tons dump trucks. Mining is initially expected to be started in the northern end of the deposit, targeting high-grade deposit. Any investor could leverage and tap into this opportunity.

Constant Electricity Supply: Osun State, especially its capital city, Osogbo, has constant supply of electricity; perhaps the best in Nigeria. This is very useful for industrial production and other economic activities. The state enjoys average of 16 hours of power supply on daily basis.

Security: Economic activities and social cohesion revolve around the feeling of safety of lives and properties. Osun State is one of the most peaceful states concerning the spate of insecurity in the country. The state has strengthened her security architecture through various support to security agencies and establishment of the security outfit - AMOTEKUN which has enhanced security of lives, properties and peaceful co-existence in the State.

⁹ See Appendix 11 for list of major mineral resources and their LGAs

2.8 State Economy and Key Development Challenges

Osun State economy remains largely agrarian with Ijesa-Ife Zone (i.e. Osun East Senatorial District) described as the Cocoa belt while both the Osun Central and Osun West are belts for arable crops. These crop items are major drivers of the state economy. There is the predominance of subsistence and non-mechanized agriculture in the state. That is why the growth of the state's economy is predicated on increased transformation of the agricultural value chain (large scale agricultural production and agro-based industrial production).



Education: Apart from being an agrarian economy and its potential in solid mineral development, the state is also considered the third host of the highest number of universities in Nigeria and second in South-West Nigeria. There are 11 universities in Osun State. Also, the state has 7 polytechnics, 4 Health and Science Schools and 5 Colleges of Education¹⁰. This makes the State to be service - driven economy after agriculture.

The State enjoys impressive long-hours of electricity to support various economic activities among the teeming population. This is one of the critical potentials of the State that makes it a better destination to all categories of investors.

In addition to the above, the state has a locational advantage to serve as a commercial hub for travellers from any South-West state to other major parts of the country such as the Northern, Eastern and Southern parts. This is made possible owing to network of roads that link the state with other parts of the country

such as the Gbongan - Akoda - Osogbo -Ikirun - Ila Odo Road, the dualization of which is ongoing, which connects the state to Kwara State thereby facilitating easy access to the northern part of the country. Similarly, the Gbogan/ Odeyinka/ OrileOwu/ Araromi Owu/ Ajegunle Road serves as a means of decongesting the other ever busy Gbongan/Ibadan/ Lagos express road for Lagos bound travellers. The Osogbo/Ilesa / IjebuJesa/ Ijedaljesa/ Iloko-Ijesa to Akure Road permits residents / travellers from

the state easy access to the Eastern/ Southern parts of the Country.

Furthermore, a new airport is under construction in the state, a rail system which facilitates easy transport and travel to other

states of the Federation. This is critical for boosting the State's economy. The economic fortunes of the state are heavily dependent on the national economy. Thus, some basic macroeconomic assumptions of the state are directly linked to the national indices.

Tourism is an emerging economic activity in the [state. The state has a rich cultural heritage which is shown in its music, art dances, dress and cultural festivals. The state is well known for its talking and Bata drums, as well as works of art. This adds the state to the list of tourists' attraction destinations in Nigeria. This potential has made hospitality business means of livelihood to several households across the state.

The state is still a net importer of goods and services but is a net exporter of agricultural produce to other states. The movement of agricultural produce is not well-documented and computed to register meaningful contribution to the state economy. In spite of the steady progress in economic growth and development, available data indicate that agriculture, especially crops and livestock, and fisheries as well as SMEs, which have the potential to generate large scale employment opportunities, are undergoing.

¹⁰ See Appendix 14 for more comprehensive list of Tertiary Institutions in Osun State

Although the trend of IGR in the state over the years has been varied, the present administration has demonstrated strong determination to change the prevailing situation of the state's IGR.

The state plays host to notable manufacturing and agro-processing industries such as RLG Communications Limited, Ilesha; Prism Steel Mills Limited, Ilesha; International Breweries, Ilesha; Rabshi Imec, Iwo; Skyrun Cocoa Products Industry Limited, Ede; Espro Asphalt Production Company Limited, Waasimi; Gbeniga Eagle Poly Bags Enterprises, Osogbo; Kasmo Industry Nigeria Limited, Osogbo;

Fortunate Bakeries, Osogbo; Lopin Ltd, Osogbo; Jostag Pharmaceutical industries, Ilesha; Abimson Furniture Machinery, Ilesha; Crown feeds and Aquaculture, Osogbo; Opeyemi Bread and Confectionery, Ilesha; Abiola Electricals Manufacturing Company Ltd, Osogbo; Ergo Multiventures Ltd, Ido-Osun; Brown and Bulk Agro-Allied, Owode-Ede; Sam-Ace Ltd, Akoda-Ede; Odunola Farms and Agro-Allied Nigeria Ltd, Osogbo; etc.

CHAPTER 3: STRATEGIC FRAMEWORK OF THE PLAN

3.1 Introduction

Using year 2021 as a baseline, this chapter discusses the high-level strategic framework for achieving the twenty seven-year development Plan of the state. The economic realities over the last few years call for review of the state mission, vision and core values

to see if there is need for adjustment. Also, the chapter discusses the various strategic or priority issues bedeviling the growth and development of the state. It also provides a summary of the critical success factors of the Plan.

3.2 State's Mission, Vision and Core Values

The State's mission and vision statements and its core values were developed recognizing the need for inclusive developmental growth and local content regarding human and material resources. It also considered the cherished core values of the generality of the state's citizens that see the state as "*Ipinle*

Omoluabi", a Yoruba adage which means the "State of Virtue". They also fall within the core concept of the One Bloc of the DAWN which emphasizes "rebuilding the regional productivity framework" of the larger Western Nigerian region to which Osun State belongs.

The State's mission, vision and core values are presented in Table 8 below.

TABLE 8: MISSION, VISION AND CORE VALUES OF OSUN STATE

| Mission Statement | Core Values |
|---|---|
| To promote sustainable development through pragmatic, transparent, accountable, and inclusive governance that mobilizes human and material resources towards making the State a socio-economic and cultural hub for Nigeria | Virtue: Showing high moral standards, incorruptible and honest Diligence: Conscientious, meticulous, hardworking, disciplined, firm, enterprising and productive Resilience: Strong, able to recover and rebound from difficulties, not giving up easily, a good listener, enduring and patient Responsibility: Being dutiful and accountable to self and society, demonstrating responsible leadership and/or followership, and a role model Hospitality: Being courteous, respectful, and accommodating to all, non-discriminatory and accommodating divergent views |
| Vision Statement | |
| To be a prosperous State in a secure and sustainable environment | |

3.3 Strategic Issues / Priorities of the State Government

Strategic issues or issues that are of priority to the State Government were identified. The issues were grouped according to the four development pillars of the SDP. The

development pillars are major sections in which the priority issues fall. Table 9 presents the development pillars and their constituent strategic issues.

TABLE 9: PILLARS AND CONSTITUENT STRATEGIC ISSUES

| Development Pillar | Strategic Issues |
|--|--|
| Economic Development | <ul style="list-style-type: none"> Low internally generated revenue Low agricultural productivity Low productivity generally Weak ease of doing business Weak M&E framework, implementation and coordination Poor Economic Diversification Dwindling Oil Revenue Ravaging effects of Corona Virus pandemic Poor industrialization |
| Infrastructure Development | <ul style="list-style-type: none"> Gross infrastructural deficit/shortages Poor access to potable water Weak water quality testing capability Poor maintenance of infrastructural facilities Vandalization of infrastructural facilities |
| Human Capital Development and Security | <ul style="list-style-type: none"> Youth unemployment and underemployment Inappropriate response to gender issues across sectors Weak quality basic, secondary and tertiary educational institutions. Weak healthcare delivery Weak security architecture Weak legal framework Weak framework for protection, care and support for orphan and vulnerable people Acute shortage of Staff in Osun Public Service |
| Environmental Sustainability | <ul style="list-style-type: none"> Climate Change Deforestation Poor development control Water pollution most especially from the mining activities in the State Lack of environmental and sanitation policy |

3.4 Development Pillars and Constituent Sectors

The sixteen sectors into which the economy of Osun State was classified were mapped against the four development pillars. The outcomes

expected from each development pillars were also articulated. Table 10 presents the development pillars, their constituent sectors and expected outcomes. The development pillars and their expected outcomes are further illustrated in Figure11.

TABLE 10: DEVELOPMENT PILLARS, CONSTITUENT SECTORS AND EXPECTED OUTCOMES

| S/N | Development Pillar | Constituent Sectors | Expected Outcomes |
|-----|--|---|--|
| 1. | Economic Development | Agriculture and Food Security Commerce and Industry Economic Planning Budget and Development Finance and Revenue Mobilization Culture and Tourism Solid Minerals Resources | A productive, efficient, functional economy leading to increased employment, improved revenue generation and poverty reduction Improved revenue generation and increased private sector investment. |
| 2. | Infrastructural Development | Water and Sanitation Infrastructure Information and Communication | World class infrastructure that effectively supports economic growth and sustainable development. |
| 3. | Human Capital Development and Security | Education Health Social and Youth Development Security, Law and Justice Human Capital Development Governance & Administration Human Capital Development | Educated, productive, inclusive, healthy, safe and just society |
| 4. | Environmental Sustainability | Environment | A green, clean, healthy and sustainable environment that effectively supports productive activities |

FIGURE 11: DEVELOPMENT PILLARS AND EXPECTED OUTCOMES

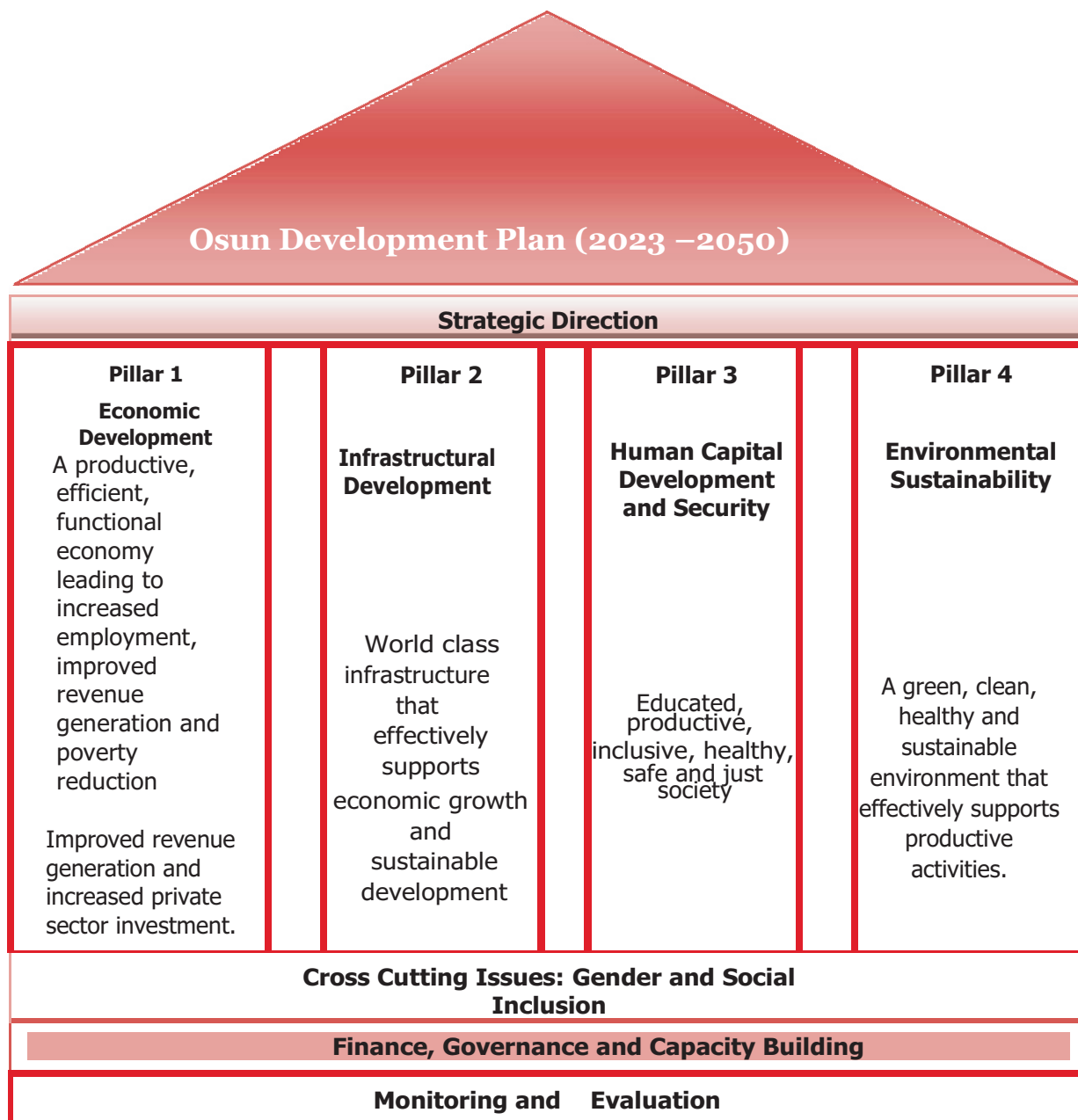


Figure 11 above summarizes Osun revised SDP. Looking at the whole processes together as a house, the four pillars (i.e. Economic Development, Infrastructural Development, Human Capital Development and Security and Environmental Sustainability) serve as the four supporting pillars of the house. The foundation

components upon which the whole house structure rests are cross-cutting issues (such as Gender and Social Inclusion, Youths matters, vulnerable and women affairs, etc.), Finance, Governance and Capacity building and Monitoring and Evaluation.

3.5 Goals, Expected outcomes and Key Performance Indicators (KPIs)

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

Each SDP goal has a specific deliverable. This is the measurable benefit to be derived by the society. Key performance indicators are also developed to determine whether the specified outcomes are delivered. Finally, high - level or

broad strategies are articulated for ensuring that the SDP goals are achieved and that the specified expected outcomes are delivered. Again, the high - level strategies will provide a reference point to sectors in articulating their strategies while developing their MTSS. Accordingly, sectors will be expected to take each broad or high-level strategy relevant to them, break such strategies down to implementable elements and articulate specific strategies to be implemented by way of the programmes to be implemented, projects to be executed, outputs to be expected and outcomes to be delivered.

Table 11 presents the SDP goals, their expected outcomes, KPIs of the expected outcomes and the high-level strategies for achieving the SDP goals and delivering their expected outcomes.

TABLE 11: SDP GOALS, EXPECTED OUTCOMES, KEY PERFORMANCE INDICATORS AND HIGH-LEVEL STRATEGIES

| SDP Goal | Expected Outcome | Key Performance Indicator (KPI) | High-Level Strategy |
|--|--|---|---|
| Achieve inclusive, sustainable economic growth with full and productive employment that ensures high standard of living for all residents of the state | A productive, efficient, functional economy leading to increased employment, improved revenue generation and poverty reduction | <ul style="list-style-type: none"> ■ GDP growth rate ■ Unemployment rate ■ Inflation rate ■ Trend of the IGR ■ Trend of the Human Development Index ■ Fiscal Sustainability Index ■ Poverty rate ■ Proportion of community demands implemented. ■ Contribution of Industrialization to GDP | <ul style="list-style-type: none"> ■ Encourage the development of PPP ■ Improve Ease of Doing Business (EoDB) ■ Expand agricultural mechanization ■ Encourage irrigation system ■ Provide full support for agricultural development e.g seed support, agricultural credit, extension services e.t.c ■ Improve marketing & off-taker system of agricultural products ■ Encourage youth participation in agriculture ■ Encourage women participation in agriculture & provide them with special support |
| Achieve a diversified and enhanced revenue base by providing | Improved revenue generation and increased private sector | <ul style="list-style-type: none"> ■ Trend of the IGR ■ Trend of private investments (domestic and foreign) ■ Extent of the | <ul style="list-style-type: none"> ■ Improve and sustain tax reforms to expand the tax base and improve effectiveness of collection and retention. ■ Improve technological utilization for |

| SDP Goal | Expected Outcome | Key Performance Indicator (KPI) | High-Level Strategy |
|---|---|---|---|
| enabling business environment which will attract and retain investors and expand existing businesses. | investment. | <p>multiplicity of taxes</p> <p>Existence &</p> <ul style="list-style-type: none"> Effectiveness of One-Stop shop. Ease of Licensing Ease of obtaining property titles | <p>effective collection of revenue.</p> <ul style="list-style-type: none"> Improve Ease of Doing Business (EoDB). Sustain the promotion of awareness and sensitization of taxpayers and potential investors. Support revenue generation institutions for optimal performance. Encourage collaboration among revenue generating agencies for optimal performance. Encourage private sector participation in the state's development. Support community participation in SMSE |
| Achieve world class infrastructure system that attracts investors, facilitates economic growth and supports the State's priority needs | World class infrastructure that effectively supports economic growth and sustainable development. | <ul style="list-style-type: none"> Index of the cost of doing business Trend of business cost of providing basic utilities Unemployment rate Number of new investors (Foreign & Domestic) GDP growth rate | <ul style="list-style-type: none"> Encourage PPP in the provision of infrastructure Prepare and implement infrastructure master plan. Support community participation in infrastructure provision and maintenance. Regularly maintain, protect & monitor infrastructure Promote the safe use of infrastructure Discourage improper use & vandalization of infrastructure Encourage effective monitoring of infrastructure. |
| Ensure qualitative and functional education and healthy living in a safe and secure egalitarian society through people-oriented development | Educated, productive, inclusive, healthy, safe and just society | <ul style="list-style-type: none"> Literacy rate Average labour productivity Number and effectiveness of schemes for the vulnerable Average life expectancy at birth Effectiveness of the justice system Crime rate Out of school rate of students | <ul style="list-style-type: none"> Sustain effective training and capacity development Sustain intensive entrepreneurship training. Intensify vocational and technical education. Review the education curricula to produce employable graduates. Ensure gender mainstreaming. Sustain Human capacity development for teachers and promote their welfare. Provide adequate instructional materials in schools. Promote moral training in schools. Ensure secure environment for learning. Sustain healthcare delivery. Promote health insurance Provide world class technology for security Encourage community policing Reduce social vices and encourage harmonious relationship in the society |

| SDP Goal | Expected Outcome | Key Performance Indicator (KPI) | High-Level Strategy |
|--|--|---|--|
| Ensure cities and human settlements are safe, resilient and sustainable while also conserving the ecosystem. | A green, clean and healthy environment that effectively supports productive activities | <ul style="list-style-type: none"> ■ Trend of government expenditure on environmental management ■ Number of parks and gardens established ■ Tonnage of refuse properly managed ■ Level of compliance with environmental laws ■ Number of environmental induced pandemic. ■ Number of trees planted | <ul style="list-style-type: none"> ■ Provide timely weather reports. Improve waste collection and management. ■ Encourage afforestation and reforestation. ■ Enact and effectively implement pollution control law. ■ Encourage waste to wealth projects on a PPP basis. ■ Discourage all forms of environmental degradation e.g bush burning, illegal mining, and indiscriminate logging. ■ Encourage synergy among stakeholders on developmental control |

3.6 State Level Results Framework

This section provides a framework for an evidence-based assessment of the Plan's performance and to ensure that Osun State can achieve all its goals. Each goal will be tracked based on the expected outcomes; that is the benefits the citizens of the state will derive from

the achievement of the five specified goals of the Plan.

A list of indicators has been outlined for each goal, from which baselines were identified and targets set for specific periods of the implementation of the 2023-2050 SDP. The results frameworks is set out in Tables 12 -16 for the five goals of the Plan.

TABLE 12: RESULTS FRAMEWORK FOR GOAL 1

| Outcome | Key Performance Indicator (KPI) | Baseline (2021) | Target | | |
|---|---|-----------------------------|-----------------|-----------------|-----------------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| A productive, efficient, functional economy leading to increased employment, improved revenue generation and poverty reduction. | Growth rate Of Osun State GDP | 7% (2020 NBS) | 10% | 15% | >15% |
| | Unemployment rate | 11.65%(2021 NBS) | 5% | 3% | <3% |
| | IGR Growth rate | 24.74% (MTEF 2023-2025) | 30% | 50% | >50% |
| | Osun State Human Development Index rank among 36 States in Nigeria. | 14 (UNDP, HD Report(2018)) | 5 | 3 | 1 |
| | Fiscal Sustainability Index rank among 36 States of Federation | 19 th | 5 th | 2 nd | 1 st |
| | Poverty rate | 8.52% (2020 NBS) | 5% | 3% | <3% |
| | Contribution of Industrialization to State GDP | 21.18% (SBS, 2019) | 35% | 50% | >50% |

TABLE 13: RESULTS FRAMEWORK FOR GOAL 2

| Outcome | Key Performance Indicator (KPI) | Baseline (2021) | Target | | |
|--|--|-----------------------------------|-----------|-----------------|-----------------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Improved revenue generation and increased private sector investment. | Proportion of IGR to total Revenue | 19.86% | 30% | 50% | >50% |
| | IGR to GDP Ratio | 1.06% | 5% | 10% | >15% |
| | Proportion of private investments (domestic and foreign) | na | 30% | 50% | >50% |
| | Extent of the multiplicity of levies | 50% | 30% | 10% | <10% |
| | Existence & percentage of effectiveness of one-stop shop | 50% (OSIPA) | 70% | 90% | >90% |
| | Ease of Business Registration licensing | 50% (OSIPA) | 25% | 10% | <10% |
| | State's rank in ease of doing business | 15 th position (OSIPA) | 10th | 5 th | 1 st |

TABLE 14: RESULTS FRAMEWORK FOR GOAL 3

| Outcome | Key Performance Indicator (KPI) | Baseline | Target | | |
|---|--|-------------------------------------|-----------|-----------|-----------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| World class infrastructure that effectively supports economic growth and development. | Index of the cost of doing business | 55.07% (2018) Source: World Bank | 43.07% | 37.07% | 22.05% |
| | Trend of business cost of providing basic utilities | 15.6% (2021, NBS) | 11.6% | 9.5% | 5% |
| | Number of employment opportunity created (Directly and Indirectly) | n/a | 250,000 | 1million | >1million |
| | Number of new investors both foreign and domestic | 8 (2021, NBS) | 28 | 45 | >45 |

TABLE 15 :RESULTS FRAMEWORK FOR GOAL 4

| Outcome | Key Performance Indicator (KPI) | Baseline | Target | | |
|--|---|-----------------------------|-----------|-----------|------------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Educated, productive, inclusive, healthy, safe and just society. | Average Literacy rate | 57.25% (MICS, 2021) | 80% | 90% | 100% |
| | Percentage effectiveness of Schemes for the Vulnerable | 67% (2021) | 75% | 85% | 97% |
| | Average years of Life expectancy at birth | 53.5 (UNDP HD Report, 2018) | 70 | 80 | >80 |
| | Level of security of life and properties | 70% (2021) | 75% | 80% | >80% |
| | Proportion of Victims of Violence who reported their victimization to Competent Authorities or other officially recognized conflict resolution mechanism in the State | 44% | 60% | 80% | >80% |
| | Number of Health Insurance Enrollees | 240,628 (OSHIA, 2022) | 1,000,000 | 3,000,000 | >3,000,000 |
| | Crime Rate | 0.66% (2021) | 0.25% | 0.15% | <0.15% |
| | Rate of Out of school Children at Primary Level | 13% (MICS, 2021) | 7% | 5% | 0% |
| | Rate of Out of school Children at Upper Secondary Level | 22.2 (MICS, 2021) | 15% | 7.5% | 0% |

TABLE 16: RESULTS FRAMEWORK FOR GOAL 5

| Outcome | Key Performance Indicator (KPI) | Baseline | Target | | |
|---|--|-------------------------|-------------------------|-----------------------|------------------------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| A green, clean, healthy and secure environment that effectively supports productive activities. | Green House Gas (GHG) emissions rate (MtCO2e) | n/a | <5.00 | <2.00 | 0.00 |
| | Tonnages of mitigation of Green House Gas Emissions in the State | 1.9 million metric tons | 2.7 million metric tons | 3 million metric tons | >3 million metric tons |
| | Proportion of Forest Area to Total Land | 3.5% | 7% | 15% | 25% |

| | | | | | |
|--|--|--------------------------------|---------------------------|--------------------------|----------------------------|
| | Area | | | | |
| | Proportion of State Government expenditure on environmental management | 1% | 3% | 5% | 7% |
| | Number and quality of parks and gardens established | 3 | 8 | 20 | >20 |
| | Number of trees planted | n/a | 1,000,000 tree seedlings | 1,500,000 tree seedlings | 2,000,000 tree seedlings |
| | Rate of Degradation | n/a | 1% | 0.3% | 0% |
| | Volume of wastes effectively managed | 500 metric tons per day (2021) | 2,000 metric tons per day | 5000 metric tons per day | >5,000 metric tons per day |

3.7 Critical Success Factors of the Plan

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

Boosting Internally generated revenue:

Availability of funds is crucial to implementation of the Plan. The current level of internally generated revenue is grossly inadequate to implement this SDP. Effective implementation of the Plan requires steady and commensurate inflow of resources to ensure sustainability of the implementation process. Efforts will therefore be made to boost IGR. In particular, the tax system will be overhauled to generate commensurate revenue for the state government.

Manpower development: This SDP will be implemented by people with requisite skills, experience and commitment. Where there is any shortage, efforts will be made to make up for the shortfalls. Needs analysis will be carried out to identify training needs for implementation of the

Plan and training will be provided as identified. The development pillar on human capital development is meant to deliver this.

Private sector participation: The role of the private sector in the implementation of this Plan will be critical and efforts will be made to encourage the private sector to live up to its responsibility. There are enough opportunities for private sector investment and participation in agriculture, commerce and industry, and development of infrastructure. Appropriate incentives and information will be provided to attract private investors to take up the opportunities. Massive awareness creation campaigns will also be deployed to effectively sensitize the private sector to the available investment opportunities.

Development partners' support: Support of Development Partners' is fast becoming indispensable for development efforts in Nigeria. The partners provide funds and share best practices, which are critical for the development process. Efforts will be made during the implementation of this SDP to attract the support of development partners

without compromising the focus and independence of Osun State.

Commitment to implementation of the plan: This is about the overarching critical success factor for this SDP and any plan for that matter. The highest political authority must be strongly committed to the implementation of the Plan and commitment must be stepped down to all levels of the government. Among other things, the highest political commitment will ensure that resources are released for implementation of the Plan as and when needed; that the implementation is diligently monitored, and performance is critically evaluated; that all role players play their roles effectively and lapses be appropriately sanctioned while commendable performance is rewarded. Strict adherence to the Plan is an important element of commitment to its implementation. The Plan is to be

implemented as designed; and deviating from the process should be done only when it is absolutely necessary.

Community mobilization and stakeholder engagement: This is important for ensuring the appropriateness of programmes to be implemented at various locations; for ensuring effective monitoring of the implementation and for ownership and buy-in by the people. Communities, civil society organizations (CSOs) and other stakeholders were part of the development of this SDP. They will also be fully involved in the implementation of the Plan. In this wise, each sector will be required to articulate specific roles for the communities and other stakeholders in the implementation of its sector strategies to be developed for the implementation of this SDP.

PART TWO

Sector Briefs

This part of the SDP document discusses briefs on the 16 sectors of the state economy. Each sector's brief starts with an overview of the sector. This is followed by an outline of the key challenges faced by the sector and the objectives which the sector wishes to pursue over the SDP period (i.e. 2023 - 2050) in order to ameliorate the challenges. The sector's objectives should derive from relevant goals in the SDP. For the respective sector objectives, each sector will specify the expected outcomes and the high-level strategies for achieving the sector objectives and delivering the associated outcomes. The high-level strategies specified in the sector briefs will be broken down into implementable elements while developing their MTSSs. Each sector's brief will end with a presentation of the results framework, comprising the outcomes to be delivered; the key performance indicators for the respective outcomes; the baseline of the respective outcomes and the medium-term targets for the respective outcomes over the period 2023-2050.

CHAPTER 4: AGRICULTURE AND FOOD SECURITY SECTOR

4.1 Overview of the Sector



The agriculture sector is a critical lever for ensuring economic development and the wellbeing of the people of Osun State. With a focus on increasing sector productivity and value addition, Osun State Government is aiming at transforming agriculture into a more significant component of its diversification agenda, resulting in inclusive growth and development.

The state has a rural land area of approximately 1,487,500 hectares. Eighty per cent of this land (1,190,000 hectares) is used for cultivation. About 51.2 per cent of this (761,600 hectares) is put to arable cropping and about 12.0 per cent (178,500 hectares) for tree crops cultivation. About 5.6 per cent of the land (277,984 hectares) is under forest reserve while 147,698 hectares or about 16 per cent of the available land remains uncultivated. A total of 1,393 hectares is under water while 181,245 hectares is occupied by farm settlements.

The dominant crops grown vary from one zone to the other depending on the prevailing climatic factors and associated vegetation as well as soil types. Two vegetation regions are predominant; they are the rain forest which is found mostly in

Ife/Ijesa and part of Iwo zone and the forest savannah mosaic (derived savannah) featuring partly in Iwo and Osogbo zone. The climate of the state is tropical with distinct wet and dry seasons. The wet season starts in late March and ends in October and the dry season stretches from November to early March.

Agriculture in Osun State is rain fed with small scale irrigation limited to FADAMA farming. In the forest region, tree crops such as Cocoa, Kola, Oil palm and Citrus are majorly grown; on the other hand, the derived savannah regions have mainly arable crops with tree crops grown in patches. Most of the agricultural production (about 90 per cent) is undertaken by peasant farmers who operate on small holdings; characterized by low productivity, low capital investment, low technology, poor returns, low savings and food insecurity. Food crops are grown largely on rain-fed farms.

In livestock production, poultry is the most common animal in the state with an estimated population of close to 12 million birds. Livestock animals include cattle, goats, sheep, pigs and rabbit. Osun State is landlocked; thus fish production activities in the state are limited to aquaculture and artisanal activities. There are about 1,262 private fishponds covering about 1,000 hectares of land. As for artisanal fisheries, there are about 1,000 fisher folks with majority of them being migrant and itinerant type.

As in other agrarian economy, government institutions in the agricultural sector of Osun State comprise Ministry of Agriculture and Food Security, Osun State Agricultural Development Programme, Osun State Agricultural Development Corporation and Osun State Land Bank. And their mandates cover the under listed roles:

- Provision of food for the population;
- Provision of raw materials for agro-industries;
- Provision of employment for the state;
- Domestic income and foreign exchange earnings; and
- Markets for capital goods.

Despite the multifarious challenges, there have been laudable achievements in the agricultural sector of Osun State over the years. These include the following:

- **Cassava Transformation Agenda:** With a view to making Osun the largest producer of cassava tubers in Nigeria and develop the value chain in cassava production, the state government collaborated with International Institute of Tropical Agriculture (IITA), to supply improved cassava variety to farmers in the last couple of years. Over 25,000 bundles of improved variety of cassava cuttings were distributed to 1,000 farmers in 2021 as a means of empowerment and multiplication of stem cuttings for sale to other states in the country.
- **Establishment of Additional Farm Settlement:** The state government approved the establishment of additional farm settlement at F₃ Forest Reserve, Araromi Oke-Odo Area, in Ife South Local Government. A total of 400Ha of farmland was cleared and parceled into 2Ha per holding in collaboration with the Federal Ministry of Agriculture and Rural Development. The parceled land has been allocated to farmers in the state. Similarly, 28Ha of farmland was cleared at Ifon Orolu for allocation to youths who are into farming.
- **Establishment of Demonstration Centre, at Aisu Ede:** The State Government established a demonstration centre at AISU Ede to serve as model for training of youth on good Agricultural and modern technology. The different enterprise at the centre includes Tomato Green House, Milk collection centre, Earth ponds, arable farm, Nursery site and poultry farm.
- **Osun-Broiler Out-Growers Production Scheme (O-BOPS):** The State Government approved and released the sum of Two hundred million naira (₦200,000,000) to improve the State rating through the Osun Broiler Out-growers Production Scheme O-BOPS. Broiler farmers in the State were stocked with five million (5,000,000) Broiler DOC, feeds and vaccine as a form of empowerment, with each farmer on the programme earning up to Three hundred thousand naira (₦300,000) in six weeks
- **Inspection and Grading of Scheduled Crops:** To ensure that quality schedule produce are processed from the State, a total of 12,526.50 tonnes of cocoa, 3,083.00 tonnes of palm kernel and 618.00 tonnes of cashew were inspected, graded and passed for export and local consumption. In order to ensure the standardization of cocoa and other scheduled crops, one million one hundred thousand produce clips were procured, 189 produce stores were registered. In all, a total of ₦116,846,740:00 was generated in the year 2021.
- **Cocoa Revitalization Programme:** Osun State is known as the third highest cocoa producing State in the federation. The government is working assiduously to move the State to first position. The State synergized with the Central Bank of Nigeria, AFEX Commodities, and Cocoa Research Institute of Nigeria to improve the cocoa sector. In addition to 500,000 early maturing and disease resistance hybrid cocoa seedling raised and sold to cocoa farmers in year 2014 at highly subsidized rate, an additional 100,000 cocoa seedlings were raised and distributed freely to farmers in year 2021 to encourage them in massive cocoa production.
- **Animal Disease Control and Veterinary Public Health:** Under this scheme, 350 pig farms, 30 live-bird markets, and 5,000 poultry farms across the state were disinfected and fumigated with a view to preventing disease outbreak in the state. Approximately 350 pig farmers were trained on African swine disease prevention and control. Also, 80,000 birds were vaccinated against Newcastle; 1000 sheep and goats vaccinated against PPR; and 7,500 dogs were vaccinated against Rabies. 2000 surgical cases and over 1000 treatments of animals with various ailments and diseases were carried out on different species of animals. 46,763 cattle, 500 sheep, and 35,000 goats slaughtered for human consumption were inspected with a view to ensuring availability of wholesome meat for consumption of the populace. This led to improved health of the citizenry and drastic reduction of human diseases of animal origin such as tuberculosis, Leptospirosis, and Brucellosis etc.

4.2 Key Challenges

Generally, Osun is facing two key gaps in agriculture today: an inability to meet local or domestic food requirements of Osun people, and an inability to sell to other states in the Western part of Nigeria or export at quality levels required for market success. The former is a productivity challenge driven by an input system and farming model that is largely inefficient. As a result, an aging population of farmers do not have enough seeds, fertilizers, irrigation, crop protection and related support to be successful. The latter challenge is driven by an inefficient system for setting and enforcing food quality standards, as well as poor knowledge of target markets. Insufficient food testing facilities, a weak inspectorate system at the Ministry of Agriculture and Food Security, and poor coordination among other sister agencies were among the contributing factors of the latter. Putting Osun's agriculture sector on a path to growth will require action to bridge these two gaps: produce enough fresh, high quality foods for Osun and neighboring markets; and serve the export market successfully to earn foreign exchange. Other main challenges in the agriculture sector of the state include:

- climate variability and change which have significant impact on food cropping as farming remains largely rain-fed;
- menace of herdsmen which destroy agricultural crops and create insecurity of life;
- lack of infrastructure for supplementary irrigation as well as shortage of processing and storage facilities for agricultural produce;

- shortage of agricultural data-base for effective policy formulation and decision making;
- large gender gap and high vulnerability among the rural dwellers;
- inadequate and high cost of hired labour for operations;
- land grabbing and unclear land tenure system;
- inadequate agricultural mechanization and drudgery of the agricultural process;
- shortage of credit facilities;
- marketing challenges, including frequent market gluts;
- Dearth of technical capacity to transform agriculture into a modern sector.

4.3 Sector Objectives

The following objectives will be pursued by the Agriculture Sector over the period of 2023-2050:

- 1 Promote and implement agricultural policy that will ensure a sustainable food security.
- 2 Facilitate agricultural support services that will improve and enhance agricultural operations, productivity and increase the income of stakeholders.

4.4 Outcome Deliverables

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

- More agricultural land acquired.
- Improved crop productivity.
- Improved livestock productivity.
- Improved agricultural operations.
- Enhanced Value chain integration achieved
- Increased wetland development.

4.5 High-level Strategies

The need to end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round by 2030, (i.e. SDG Goal 2, target 2.1) has forced the key actors of the agriculture sector of the state to initiate strategies that will be implemented to achieve the sector objectives. These key strategies include but are not limited to the following:

- Encourage partnership and collaboration with the federal ministry of agriculture and rural development, other government

agencies and external stakeholders in data collection for policy formulation, interpretation and articulation.

- profiling of farmers and herders across the State.
- provide irrigation infrastructure to enhance all-season farming in areas having natural suitable endowments for irrigation.
- provide modern agricultural equipment to assist farmers in removing drudgery associated with agricultural operations.
- Provide effective extension services to train farmers on good agricultural practices that

will increase their production.

Increase investments into local content research and development to increase production of locally made inputs and equipment

- Stimulate improved agricultural productivity-enhancing inputs (e.g. credit, fertilizers, improved seeds, fingerlings, livestock breeds, early maturing and disease resistant planting materials, etc.).
- Promote stakeholders' participation and funding with the control of animal diseases and pest to ensure environmentally friendly application.

markets are opened for their produce.

- Promote investment in processing, storage and marketing of meat, fish, livestock products, feed lot ranching, poultry, farm estate etc.
- Develop community participatory and cooperative fish farming of the State reservoirs/ lake to enhance training of interested fishermen and stakeholders on aquaculture as well as provision of modern fish processing equipment.
- recruitment of extension workers to midwife between farmers and technology providers.
- Strengthen value chain linkages by promoting local sourcing and value addition.

TABLE 17: SECTOR-LEVEL RESULTS FRAMEWORK FOR AGRICULTURE

| OUTCOME | KEY PERFORMANCE INDICATOR | BASELINE | TARGET | | |
|----------------------------------|--|---------------|-----------------|-----------------|-----------------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| More agricultural land acquired | Hectares of land acquired | 20,462 | 29,373 | 33,000 | >33,000 |
| | Hectares of land allocated | 20,462 | 29,373 | 33,000 | >33,000 |
| | Number of farm settlements established | 10 | 9 | 15 | 31 |
| Improved crop productivity | Cassava Cuttings (Bundles) | 25000 bundles | 200,000 bundles | 250,000 bundles | 250,000 bundles |
| | Maize (MT/Ha) | 1.2 | 1.8 | 2.4 | 3.4 |
| | Rice (MT/Ha) | 1.5 | 1.8 | 2.2 | 2.6 |
| | Oil Palm (M. Tons) | 148,783 | 486,339 | 500,000 | 535,000 |
| | Cocoa (Kg) | 22,564 | 75,000 | 85,000 | >85,000 |
| | Cashew (Kg) | 534 | 2,484 | 4,500 | >4,500 |
| Improved livestock productivity | Quantity of frozen Chicken produced | 5,000 | 45,000 | 60,000 | 75,000 |
| | Quantity of D.O.C. broilers distributed | 5,670 | 90,000 | 180,000 | 300,000 |
| | Quantity of Pork Produced | 5,450 | 120,000 | 150,000 | 200,000 |
| | Quantity of Fattened Goats raised | 42,845 | 300,000 | 450,000 | 750,000 |
| | Number of Cattle raised | 46,763 | 90,000 | 120,000 | 180,000 |
| Improved agricultural operations | Hectares of Land Tractorized | 40 | 3,000 | 3,000 | 3,000 |
| | Hectares of Land Cleared | 25 | 1,500 | 3,000 | 3,000 |
| | Tonnage of Fertilizers distributed | 0 | 24,000 | 26,500 | 30,000 |
| | Volume of loan disbursed (₦ 000) | n/a | 26,000 | 26,300 | 50,000 |
| | Number of loan beneficiaries | 63 | 600 | 1,000 | 1,200 |
| | Number of smoking kilns distributed | 2 | 100 | 300 | >300 |
| | Number of maize Sheller's distributed | 0 | 150 | 300 | 450 |
| | Number of Popcorn machine distributed | 0 | 150 | 300 | 450 |
| | Number of Palm kernel crackers distributed | 0 | 150 | 300 | 450 |

| OUTCOME | KEY PERFORMANCE INDICATOR | BASELINE | TARGET | | |
|-------------------------------|--|----------|-----------|-----------|-----------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| | Number of grinding machines distributed | 0 | 150 | 300 | 450 |
| | Number of cassava grinders distributed | 0 | 150 | 300 | 450 |
| | Maize Cribs constructed | 0 | 45 | 90 | 145 |
| | Number of aggregation center established | 0 | 3 | 3 | 3 |
| | Yields from wetland-crops (in Tons) | n/a | XX | XX | XX |
| Increased wetland development | Number of ponds constructed | 15 | 150 | 210 | 300 |
| | Number of reservoirs constructed | 20 | 40 | 60 | 80 |
| | Number of juveniles stocked | 9,000 | 150,000 | 175,000 | 210,000 |
| | Number of farmers benefitted | 15 | 300 | 450 | 600 |

CHAPTER 5: COMMERCE AND INDUSTRY SECTOR

5.1 Overview of the Sector



The emergence of the COVID - 19 pandemic which crippled global economic activities had serious negative effects on the economic process of most African countries. No doubt, Nigeria which happens to be one of the central points of the economic hubs of Africa is not left out.

Osun State, particularly the capital Osogbo, is a notable centre of commercial activities in the southwestern part of Nigeria. It is a choice destination for commercial transactions and investment opportunities. Since the state was not insulated against sudden economic shock, the commercial fortunes of the state thus experienced a serious setback due to this sudden unexpected global pandemic which distorted economic systems globally and Osun State was not left out from this phenomenon. The pandemic placed some limitations on business activities and investments. Another threat to economic expansion of the state during the year under review was the insecurity being experienced across the nation. It made it difficult for investors to patronize Nigeria and other sub-national governments.

Several measures are in place to make Osun State an investor's destination. Among such is the enhancement of security of lives and property through the local policing system named "Amotekun Security Network". Besides this, there are deliberate policies of government to support economic growth of the state.

The commerce and industry sector has a pivotal role to play in the quest to reposition the state with a view to ensuring its rapid and sustainable socio-economic transformation. The critical role of the sector includes employment generation, revenue generation for government, poverty reduction and investment promotion. The sector comprises Ministry of Commerce, Industry, Cooperative and Empowerment, Osun Micro-Credit Agency and Osun Investment Promotion Agency.

In times past, there has been a dearth of world-class commercial centres. However, investments of high standards are springing up in both the commercial and industrial segments of the state. The government has also been consistently developing modern and competitive markets across the state to boost commercial activities. There are various strategies in place to industrialize the state and make it the preferred destination for investments, industrial and commercial activities. These include but are not limited to, access to Ease of Doing Business (EODB), deployment of e-commerce, coordinated local and international investment drive; and strategies to grow Micro Small and Medium Enterprises (MSMEs) as they provide job opportunities to more than 70 per cent of the population and constitute the engine that drives major economics around the world.

The state government has engaged Public Private Partnership (PPP) platforms to enable private investors to operate in the Free Trade Zone, Ede. This is projected to create about 1,000 direct jobs and over 2,000 indirect jobs. A technology incubation hub is also on the pipeline at the Free Trade zone to provide space for a number of MSMEs nurturing them to full productive capacity. Also ongoing are the development of six (6) modern markets across the State to drive and boost commercial activities. The Skills Upgrade and Entrepreneurial development programme was embarked upon in 2020 to mitigate the effect of job losses due to the COVID-19 pandemic; this has created two thousand, three hundred and twenty-six (2326) direct jobs and over six thousand (6,000) indirect jobs between 2020 and 2022.

The vision of having a prosperous State in a secure and sustainable environment is achievable, and in record time too, if the commerce and industry sector is appropriately energized.

5.2 Key Challenges

The key challenges confronting the sector include the following:

- Inadequate infrastructure, notably power supply, potable water and access roads which hamper sustainable industrial and commercial activities.
- Inadequate business support services.
- Low entrepreneurial capacity, especially among the youths, which limits the growth of private enterprises.
- Inadequate data for appropriate planning and effective decision making.
- Insufficient and unaffordable credit facilities.
- Poor capacity of tradesmen and artisans, leading to most jobs being contracted out to non-citizens of the State.
- Lack of a standardized Public Private Partnership in the sector.

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

5.3 Sector Objectives

Over the period of this SDP (2022 - 2032), the commerce and industry sector will aim to do the following:

- Create a thriving environment for the promotion of commercial & industrial activities; and
- Transform Osun into an investment destination.

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

5.4 Outcome Deliverables

The expected deliverables from the sector objectives are as follows:

- Increased commercial and industrial production.
- Increased job opportunities.
- Reduced level of poverty.
- Enhanced capacity of operators of diverse trades including artisans.
- Increased access of business operators to soft credit facilities.
- Improved business environment and competitiveness.
- Strong technical and financial support for the creative industry.

5.5 High-Level Strategies

The key strategies that will be deployed to achieve the targets for the sectors expected outcomes include the following:

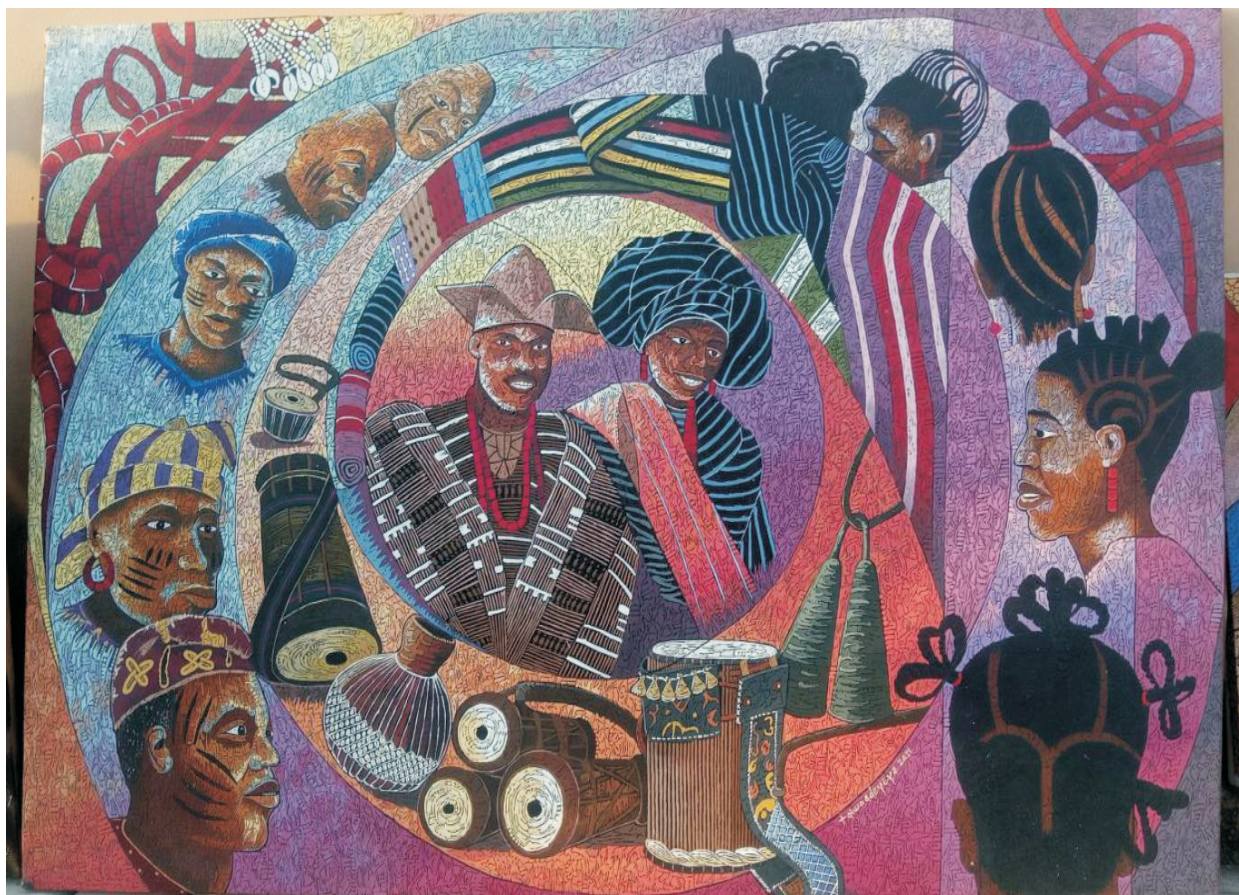
- Provide infrastructure in industrial estates across the State.
- Promote the establishment of modern markets.
- Drive inclusive economic empowerment and reduce unemployment.
- Provide and facilitate provision of soft credit facilities for the establishment and expansion of businesses.
- Promote entrepreneurship development.
- Strengthen and harmonize institutional frameworks to improve business environment and competitiveness.
- Improve trading environment to increase overall competitiveness of Nigerian products.
- Leverage technology to improve efficiencies and overall competitiveness.

TABLE 18: SECTOR-LEVEL RESULTS FRAMEWORK FOR COMMERCE AND INDUSTRY

| Outcome | Key Performance Indicator | Baseline 2021 | Targets | | |
|---|--|------------------|------------------|-----------------|-----------------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Increased commercial and industrial production | Number of locally made products manufactured in the State | 250 | 1250 | 1,600 | 2,000 |
| | Number of enterprises registered | 2326 | 8,000 | 10,000 | 9300 |
| Reduced poverty level | Poverty index of the State | 8.52% | 5% | 3% | 1% |
| Increased jobs opportunity | Number of direct jobs created | 8,500 | 106,200 | 420,230 | 625,000 |
| | Number of indirect jobs created | 12,000 | 132,000 | 650,000 | 820,000 |
| Enhanced capacity of tradesman and artisans | Number of artisans whose capacity is enhanced | 650 | 8,000 | 10,000 | 12,000 |
| Increased access to affordable credit facilities | Number of people who have access to soft credit facilities | 7,800 | 90,000 | 120,000 | 150,000 |
| Improved business environment and competitiveness | Ease of doing business ranking | 15 th | 10 th | 5 th | 1 st |

CHAPTER 6: CULTURE AND TOURISM SECTOR

6.1 Overview of the Sector



The intermittent fluctuation of crude oil prices in the world markets has compelled Nigeria to look inward for alternatives to the mono - economy: crude oil. Hence, Culture and Tourism have been adopted as a veritable alternative to diversify the Nigeria economy. This prompted Osun State Government to prioritize the Culture and Tourism as one of the thematic areas to drive the economy of the State in the revised 2023-2050 State Development Plan.

The state of the virtuous, is predominantly inhabited by the Yoruba race; composed of Ifes, Ijesas, Oyos and the Igbominas. The people speak the Yoruba language with variations in intonation and accents across the State. The State is highly urbanized with several large and medium-sized towns and cities. Among these are Osogbo (the State

capital), Ife, Ilesa, Ede, Ikirun, Iwo, Ejigbo, Ikire, Ila-Orangun, Okuku, Modakeke, Ire and Esa-Oke. The State's name was derived from the river Osun, a deified natural spring, where annual traditional festivities are held.

Osun State is rich in culture that reflects in its arts, literature, music and other social activities. The state equally possesses a highly literate people which makes for a productive workforce. The state's rich cultural heritage which includes music, drumming, arts, crafts, dances, indigenous foods and textiles together with its serene environment attracts hundreds of tourists to annually. Notable of these festivals in the state include Osun-Osogbo festival, Olojo festival in Ile-Ife, Iwude festival in Ilesa, Isinro in Ila-Orangun, Odun Egungun

(masquerade festival) and new yam festival among others.

There used to be many sacred groves in Yoruba land. Up till the early part of the last century, virtually every town had one. Most of these groves have now been abandoned, shrunk to quite small areas or disappeared completely. Today, Osun-Osogbo Sacred Grove, remains one of the remnants of such groves in southern Nigeria; it is very much revered. Indeed, this site is so significant that it was declared a UNESCO World Heritage Site in July 15, 2005. The restoration of the grove by artists has given it a refreshing look and it has become a sacred place for the whole of Yoruba- land and a symbol of identity for the wider Yoruba in diaspora.

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

The National Institute for Policy and Strategic Studies (NIPSS) and other stakeholders in their several visits declared the potentials of Tourism in Osun State as a gold mine. Tourism is a worldwide industry, which is recognized as one of the top three sectors of world trade; ranking third after petroleum and the vehicle industries. Osun State has several attractive, natural and world class tourist sites. Indeed, there are more than fifty-five (55) notable Tourism sites in the State. Some of them are historical while others are spiritual. The tourist sites include Osun-Osogbo Sacred Grove, Osogbo; Oduduwa Grove and Oranmiyan Staff in Ile Ife; Kiriji War and Peace Treaty Mysterious Caves and Movement Rocks Sites as located in Imesi-Ile and Igbajo; Olumirin Waterfalls, Erin-Ijesa; Ayinkunugba Waterfalls, Oke-Ila. These are major tourist sites which have the potential for turning around the economy of the State.

Similarly, the Sector is responsible for the management of pilgrims to holy lands and

religious groups, sensitization against fire outbreaks, and management of its occurrence, and ensure safety of lives and property as well as maintaining peaceful co-existence of all religious and socio-cultural groups in the State.

The sector comprises the following MDAs;

- **Ministry of Culture and Tourism:** Ministry of Culture and Tourism formulates policies, programmes, activities, and sites infrastructural development.
- **Ministry of Home affairs:** Ministry of Home Affairs is responsible for the management of Pilgrimage to Holy Lands, also, in charge of sensitizing against fire outbreaks
- **Osun State Tourism Board:** Osun State Tourism Board markets Culture and Tourism products, and upgrading of Tourism Sites.
- **Osun State Council for Arts and Culture:** Osun State Council for Arts and Culture propagates, preserves and promote cultural heritages of the State within and outside of the shore of Nigeria.

Though the Sector is relatively new, the following achievements were recorded:

- Cultural assets enumeration and site development - identification and documentation of historical cultural religious and tourism sites, located round the State
- Unveiling of Karele Oodua logo and marketing karele Oodua (Yoruba Traditional Religion Immersion Pilgrimage).
- Launch of the State's Cultural Policy of the Culture and Tourism Master Plan, Culture and Tourism for Sustainable Economy (CUTOSEC) and declaration of every Thursday for Civil Servants, wearing Adire Osun.
- Renovation of Two (2) Fire Stations.
- Recruitments of Sixty-One (61) Fire men.
- Connection of newly constructed Fire Stations to National Grid.

6.2 Key Challenges

Despite the achievements recorded above, the Sector is still faced with the under - listed key challenges:

- Poor maintenance of heritage sites.
- Limited public and private funding for tourism and hospitality industries.
- Lack of public private partnership patronage.
- Low patronage of tourists due to the threat of COVID-19 pandemic.
- Limited implementation of enabling policies.
- Weak market linkages.
- Limited purchasing power of local consumers.
- Obsolete and inadequate fire fighting vehicle / equipment.
- Lack of adequate data for planning.
- Ownership problem with the host communities of tourist sites.
- Low participation in National and International cultural and tourism activities.

6.3 Sector Objectives

The following objectives will be pursued by the Culture and Tourism Sector over the period of 2023-2050:

- Transform Osun State into a hub of Culture, Tourism and Creative Arts.
- Efficiently prevent and control disaster in the State.
- Ensure a peaceful social and religious co-existence in the State.

6.4 Outcome Deliverables

The expected outcome deliverables are:

- Increased Cultural patronage, wellbeing and quality of life.

- Increased Tourism and Hospitality for economic growth.
- Reduced incidence of disaster in the State.
- Improved peaceful coexistence amongst various groups.
- Increased revenue generation.
- Prompt response to disaster.

6.5 High-Level Strategies

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

- Increase focus on the tourism sector through local asset maintenance and global marketing campaigns.
- Create an enabling environment for business creation, growth and development
- Enact new policies and implement existing policies that will explore Culture and tourism potentials in the State.
- Increase access to financing Creative Arts.
- Establish culture and tourism culture hubs.
- Promote safety of lives and property of all and sundry.
- Drive inclusive economic empowerment and reduce unemployment
- Promote entrepreneurship development.
- Develop collaborative plan to arrest fire outbreaks and disaster management.
- Quick response to fire outbreaks and other disasters.

TABLE 19: SECTOR-LEVEL RESULTS FRAMEWORK FOR CULTURE AND TOURISM

| Outcome | Key Performance Indicator (KPI) | Baseline (e.g. Value of the Outcome in 2021) | Target | | |
|--|---|--|-----------|-----------|-----------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Increased Cultural patronage, wellbeing and quality of life. | Number of patronages of the State's troupe within and outside the State | 200 | 320 | 400 | 500 |
| | Number of Cultural Festivals organized within and outside the State | 36 | 45 | 50 | 55 |
| | Number of Cultural exchanges recorded | 2 | 7 | 8 | 10 |
| Increased Tourism and Hospitality for economic growth | Annual Tourist visits in the State | 14,081 | 40,000 | 60,413 | 92,243 |
| | Amount of revenue generated within the sector (₦ million) | 33.5 | 100.7 | 251.7 | 500.6 |
| | Number of Hotel and Allied Enterprises established | 460 | 700 | 900 | 1200 |
| Reduced incidence of disasters in the State. | Numbers of fire outbreak recorded | 121 | 20 | 10 | 0 |
| Improved peaceful coexistence amongst various groups | Number of socio-conflict recorded | 1 | 0 | 0 | 0 |
| | Number of religion conflict recorded | 1 | 0 | 0 | 0 |

CHAPTER 7: ECONOMIC PLANNING BUDGET AND DEVELOPMENT SECTOR

7.1 Overview of the Sector



The creation of Osun State from the old Oyo State on 27th of August 1991 was primarily to fast track the development of the geographical entity. Along this line, successive administrations in the State had made spirited efforts to address developmental issues. In the recent past, empirical data clearly indicate that the efforts have resulted in the gradual realization of the objectives of the Founding Fathers of the State. The various reforms processes embarked upon by the State with the support of SLOGOR, FCDO and World Bank had led to the strengthening of economic planning and budgeting processes in the State.

In 2010, based on the report of the Partnership for Public Expenditure Management and Financial Accountability Review (PEMFAR), it was discovered that the overall Public Financial Management System of the State was weak which including the procurement and budget planning process. The PEMFAR and the other State Reports necessitated the involvement of the State and Local Government Reform Project (SLOGOR) in the reform process undertook in the State which had led to the strengthen of the

Procurement, Planning and Budgeting processes. To this effect, most of these initiatives and programmes have yielded positive results as the State obtained some recognition from both Local and International Donors and Partners.

The State Reform Process, had brought the Ministry of Economic Planning, Budget and Development to the limelight of coordinating the Economic Planning and Budget matters in the State including, preparation of State Development Plan and other strategic documents. While, the State Bureau of Statistics was created to take charge of the State Statistical System to enhance timely and reliable data for planning and development, and Public Procurement Agency is to harmonize existing government policies and practices on public procurement and ensuring probity and transparency in the procurement process.

The Annual Budget is the prime instrument for the implementation of programmes and projects of previous and present administrations in the State. It was discovered that in most occasions, the Annual Budget of the State did not significantly deviate from the blueprint any longer, particularly in recent years. This had resulted into developmental activities in the State. The linkage in the Annual Budget of the State had begun to manifest with policy documents or development plans. Budget preparation and process is no more business as usual, the performance of which can be measured against any fixed targets. Programmes and Projects identification, costing and prioritization had taken the order of the day. There had been greater emphasis on the Revenue side of the budget, leading to budget size that are fiscally sustainable. This could be attested to in respect of the budget performances recorded in the recent years, for instances, approximately 70%, 97% and 86% were

recorded as budget performances in the year 2019, 2020, and 2021 respectively.

Planning is no more an academic exercise but rather reflects the aspiration of the people of the State through Citizen Need Assessment Report, Thank you Tour Report, Governor's Manifesto and Citizens' Budget Consultative forum and all these created platforms for providing feedbacks to the planning and budgeting process in the State. An evidenced based planning and realistic budgeting with minimum deviation in its performance had been achieved within the three years of implementing the 2019-2028 SDP through robust preparation of rolling Medium Term Sector Strategic (MTSS) Plans and Multi -Year Budget Framework (i.e., Medium Term Expenditure Framework). This had started enhancing forward moving policy-based budgeting and a result-based monitoring and evaluation.

However, more still need to be done in the areas of boosting economic competitiveness, reversing the slowdown in productivity requires that the sector redouble her efforts to become more competitive, an imperative heightened by ongoing changes in global trade and technology by continuous embracing emerging policy priorities to boost economic competitiveness which include, reforming services sectors and broadening innovation policies. Building skills successfully navigating the changing economic environment will require that the sector be increasingly prepared to meet the rising demand for more-advanced skills. The nature of work is already shifting and will likely do so at an increasingly rapid pace as technology changes. Emerging policy priorities in this area thus include: Developing higher-order cognitive and socio-emotional skills among current and future workers; building continuous skills development systems to enable lifelong learning and skills upgrading; and enhancing people's digital and technical capabilities. Building higher-order cognitive and socio-emotional skills will be increasingly important to ensure that workers are productive and competitive in rapidly changing economies.

Promoting inclusion social policies will also need to take account of how technological change is altering the demand for skills. In particular, the sector will need to put in place stronger and more nimble systems to support workers who have difficulty adjusting to rapidly changing economic circumstances. Three emerging priority areas are especially important to promoting inclusion in this context: Strengthening employment support services to assist workers displaced by technological change; broadening unemployment benefit schemes by linking them to economic transitions; and enabling affordable access to digital technologies for those currently excluded.

Strengthening constituent Institutions to address the political economy challenges faced by middle-class societies and meet their increasingly demands, it will be important to increase the effectiveness of constituent Institutions, particularly by enhancing government accountability. Two emerging priorities in this regard are as follows: expanding mechanisms to promote citizens' voice and participation; and increasing government transparency. Strengthening the systems of checks and balances with respect to voice, it will be important for the State Government to continue strengthening the ways to allow citizens to convey their views and contribute to policy making processes through a range of institutional mechanisms aims at increasing citizen voice, including public consultation, administrative measures, and voluntary compliance.

Lastly, the sharp and continuous decline in crude oil prices since mid-2014, poor foreign exchange rate, high inflation rate and CORONA Virus Pandemic that negatively affected socio-economic of the entire world had called for the review of the sector strategies of the Economic Planning, Budget and Development.

7.2 Key Challenges

The key challenges currently facing the Economic Planning, Budget and Development Sector are as follows:

Inadequate Monitoring and Evaluation System, Skills and Strategies;

- Inadequate technical Human Capital Resource in the MDAs and lack of regular training of staff;
- Inadequate working tools preventing the MDAs from performing optimally;
- No functional and robust Database;
- Insufficient statistical activities such as surveys, advocacy, research etc;
- Inability to track gender impact of State budgets;
- Inability to track Social Protection budgets;
- Limited statistical culture across the State;
- Inadequate planning and budget coordination in the MDAs; and
- Inadequate tracking of Capital Receipts by MDAs.

7.3 Sector Objectives

The Economic Planning, Budget and Development Sector will seek to address the foregoing challenges, under the revised 2023-2050 SDP by pursuing the following Objectives:

- (i) Ensure effective planning towards improved service delivery and economic growth.
- (ii) Ensure availability of accurate and reliable data for Sustainable Economic Growth.

7.4 Outcome Deliverables

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

- Enhanced stable and sustainable economic growth in Osun State;
- Improved fiscal discipline;
- Established functional data base for planning and M&E for decision making;
- Improved service delivery;
- Effective development plan Implementation;
- Improved Donor support as alternative funding for the SDP;
- Improved monitoring and evaluation activities and operation; and
- Improved gender Responsive budgeting process

7.5 High-Level Strategies

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

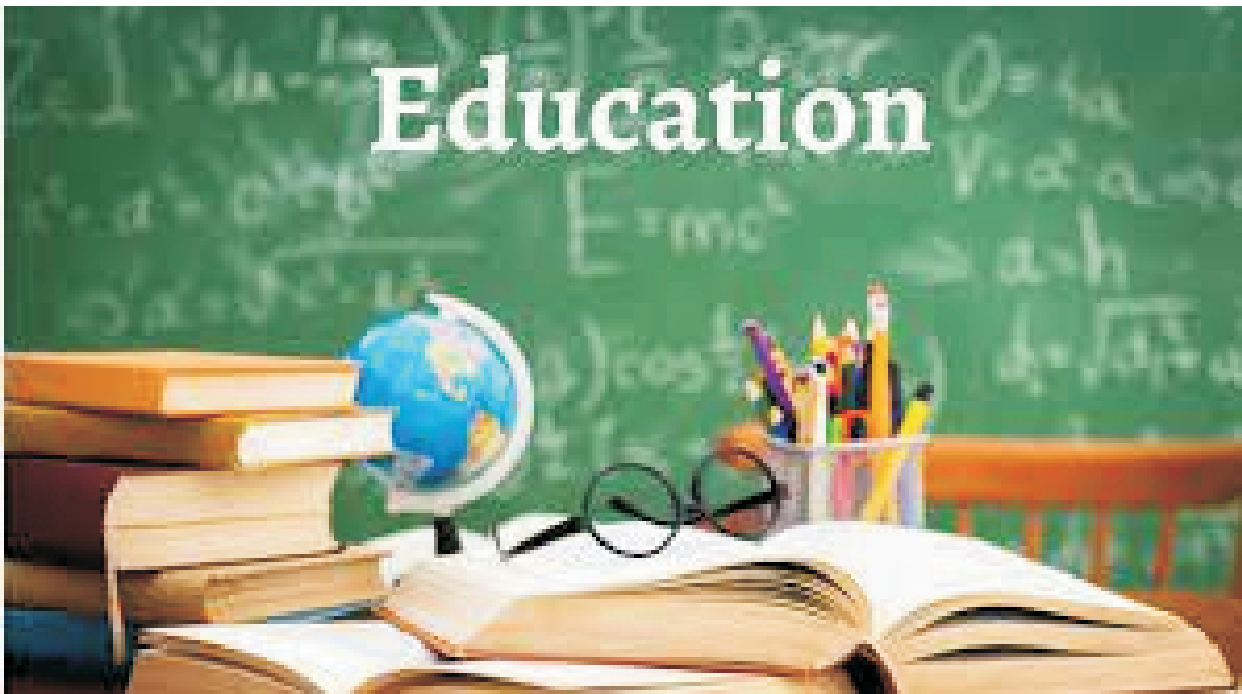
- Strengthen of the State's budgeting process; including ensuring that the budget is IPSAS compliant; and ensuring effective monitoring and evaluation of budget implementation.
- Regular monitoring and evaluation of budget implementation;
- Effective implementation of the SDP and the sectors' MTSSs;
- Conduct survey to identify key economic indicators for the State's GDP computation;
- Promote continuous skills development systems to enable lifelong learning;
- Enhance people's digital and technical capabilities;
- Expand mechanisms to promote citizens' voice and participation;
- Increase government transparency;
- Establish Economic Intelligence Unit;
- Develop and implement M&E framework;
- Regular engagement of Development Partners and NGOs;
- Reform the State's Statistical System;
- Facilitate a gender responsive budgeting process for positive impact;
- Compliance with Procurement Law;
- Conduct survey for data availability;
- Coordinate Statistical activities of PRS and BPRS in MDAs and LGAs respectively; and;
- Periodical engagement of MDAs for effective programmes and projects implementation.

TABLE 20: SECTOR-LEVEL RESULTS FRAMEWORK FOR ECONOMIC PLANNING, BUDGET AND DEVELOPMENT

| Outcome | Key Performance Indicator | Baseline 2021 | Targets | | |
|---|--|---------------------------|-----------------|-----------------|-----------------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Enhanced Stable and Sustainable Economic Growth | State GDP growth rate (%) | 7% (2020 NBS) | 10 % | 15 % | >15 % |
| | State GDP (Nominal) | #1.7 trillion (2019) | #5.1 trillion | #8.0 trillion | >#8.0 trillion |
| | Unemployment rate (%) | 11.6% (NBS,2020) | 5.0 % | 3.0 % | < 3.0 % |
| | Poverty rate (%) | 8.5% (NBS,2020) | 5.0% | 3.0% | < 3.0% |
| Improved fiscal discipline | Budget Performance (%) | 86.48 | 95% | 95% | 99% |
| | Fiscal Sustainability Index rank among 36 States of Federation | 19 th | 5 th | 2 nd | 1 st |
| | Proportion of Domestic Debt Service to IGR | 589.36% (2023-2025 MTEF) | 150% | 100% | <50% |
| Established functional and reliable Database for planning and M&E | Proportion of data available for planning | 25% | 75% | 95% | 100% |
| Improved Donor and Development Partners' support as alternative funding for SDP | % of Development partners supported programmes implemented | 25% | 45% | 55% | 60% |
| Improved Monitoring and Evaluation (M&E) Operations | % of MDAs having M & E Structure | 20% | 60% | 85% | 100% |
| Improved Service Delivery | % of Projects or Programmes delivered to Specification. | 50% | 80% | 95% | 100% |

CHAPTER 8: EDUCATION SECTOR

8.1 Overview of the Sector



Osun State Education Sector is responsible for the delivery of quality and functional education to its citizens with contributions from both the public and private sectors. The Ministry of Education is responsible for policy formulation and implementation in public and private educational institutions through the following agencies and departments:

- i. The State Universal Basic Education Board (SUBEB) supervises the Nine-Year Compulsory Basic Education and Early Childhood Care and Development (ECCD) in Public Schools.
- ii. The Teaching Service Commission (TESCOM) supervises the Secondary School Education.
- iii. The Osun Board for Technical and Vocational Education (OSBTVE) oversees the running of Technical Vocational Education in the State.
- iv. The State Library Board (SLB) oversees the effective use of the State Library complex, Libraries in Schools and other Public Libraries.
- v. Higher Education, Bursaries and Scholarships (HEB&S) supervises the State-owned and private tertiary institutions.
- vi. Osun State Mass Education Agency (OSMEA) supervises the Vocational, Continuing and Adult Education Centres and Early Childhood Care and Development (ECCD) in Private Schools in the State.
- vii. Osun State Examinations Board (OSEB) conducts common Schools Internal Examinations, Compulsory Service Examinations and other examinations that are demanded by Agencies and Departments in the State.
- viii. Osun Education District Offices (OEDOs one in each senatorial districts), are responsible for posting, transferring, keeping teachers' records and coordinating revenue related matters in Secondary Schools in the State.
- ix. State Owned Tertiary Institutions (UNIOSUN, OSCOEDs, OSCOTECH, OSPOLY) are saddled with the responsibility of creating unique

institution committed to the pursuit of academic innovation, skill-based training and tradition of excellence in teaching, research and community service.

The mandate of the education sector is to provide education that would produce individuals that are literate, critical thinkers, problem solvers, innovators and virtuous citizens. An education summit was held in the State in February 2011 to address the challenges in education system and a blueprint for the education sector was produced which were:

- Decentralization of school administration and management through the creation of three education districts and the setting up of a Teachers' Establishment and Pension Office.
- Re-classification of School System into Elementary, Middle and High Schools.
- Strengthening of the Osun School Feeding and Health Programme (OMeals).
- Employment, training, re-training and promotion of teachers.
- Supply of computer tablets (Opon Imo) to high school students.
- Supply of new school uniforms.
- Distribution of Omoluabi scholar buses to designated schools and centres in the State.
- Development and upgrade of school infrastructure.
- Recruitment of competent hands as education marshals.
- Distribution of talking-pens to pupils in elementary schools.
- Implementation of government white paper on discipline and enhancement of students performance in schools.
- Rehabilitation of dilapidated buildings in schools.
- Construction of a number of State-of-the-Art school buildings with modern facilities to provide environment that is conducive for teaching and learning in schools. Specifically, the following were provided:
 - a) 20 elementary schools with 500 standard classrooms.

- b) 30 middle schools with 775 standard classrooms.
- c) 11 high schools with 792 standard classrooms.

- Establishment of quality assurance and morality enforcement agency.
- Gender mainstreaming into academic curricula/pedagogies and the learning environment.

However, the inadequacies of the outcomes of 2011 summit implementation gave rise to the paradigm shift to the current policy review beginning in the year 2020:

- Reversal of Schools to full complement schools.
- Eradication of single uniform in all Government Schools.
- Reversal to former school nomenclature.
- Reversal to Federal Government National Policy on Education.
- Introduction of Board of Governors (BOG) that makes the Old Students to be actively involved in the development of their former Schools.
- Activation of School Based Management Committee (SBMC).
- Activation of Parents Teachers' Association (PTA).
- Employment of Teachers.
- Introduction of Entrance Examination to regulate admission into Government Schools.
- Upgrading of College of Health Technology to Monotechnic.
- Reversal of Teachers Establishment and Pensions Office (TEPO) to Teaching Service Commission (TESCOM)
- Creation of Osun State Examinations Board (OSEB)

The intervention of the present government in the education sector has led to an improvement in the performance of students in both internal and external examinations (See Table 21 and Figure 12).

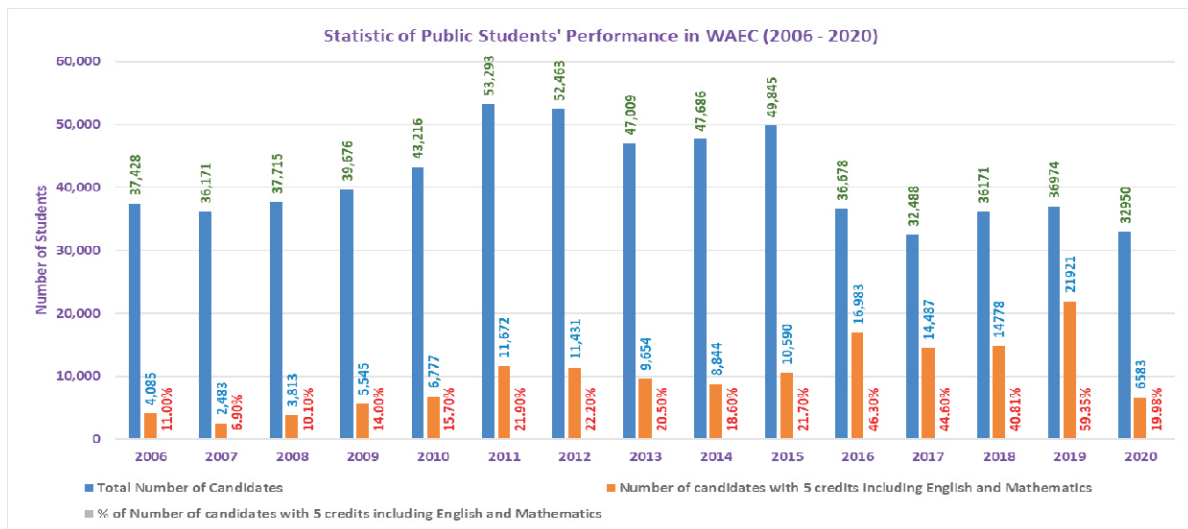
TABLE 21: STUDENTS' PERFORMANCE IN WASSCE: 2006 - 2020 IN OSUN STATE

| Year | Total Number of Candidates | Number of candidates with 5 credits including English and Mathematics | % of candidates that passed at credit level |
|------|----------------------------|---|---|
| 2006 | 37,428 | 4,085 | 11.0% |
| 2007 | 36,171 | 2,483 | 6.9% |
| 2008 | 37,715 | 3,813 | 10.1% |
| 2009 | 39,676 | 5,545 | 14.0% |
| 2010 | 43,216 | 6,777 | 15.7% |
| 2011 | 53,293 | 11,672 | 21.9% |
| 2012 | 52,463 | 11,431 | 22.2% |
| 2013 | 47,009 | 9,654 | 20.5% |
| 2014 | 47,686 | 8,844 | 18.6% |
| 2015 | 49,845 | 10,590 | 21.7% |
| 2016 | 36,678 | 16,983 | 46.3% |
| 2017 | 32,488 | 14,487 | 44.6% |
| 2018 | 36,171 | 14,778 | 40.81% |
| 2019 | 36,974 | 21,921 | 59.35% |
| 2020 | 32,950 | 6,583 | 19.98% |

Source: WAEC October 2021

Note: The Pandemic (COVID-19) effect and END SARS protest were admittedly responsible for the sharp decrease in the performances of the students in the State in the year 2020.

FIGURE 12: STATE PUBLIC STUDENTS' WAEC RESULT ANALYSIS (2006 - 2020)



8.2 Key Challenges

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

- Inadequate number of teachers to meet the global standard of teacher-student ratio.
 - Inadequate teaching aids and instructional materials.
 - Inadequate attention on Information Communication Technology (ICT) in schools.
 - Poor parenting.
 - Out-of-school-Children syndrome and youth delinquency.
 - Inadequate remuneration and incentives for Teachers/Instructors/Lecturers/Facilitators.
 - Inadequate mechanisms to facilitate proper control and supervision of private schools.
 - Dwindling interest and passion among teachers.
 - Inadequate facilities to implement inclusive education for pupils/students with special needs.
 - Inadequate learning and teaching infrastructure across the State.
 - Inadequate Personnel and Tools for monitoring and evaluation.
 - Inadequate capacity building.
 - Inadequate Personnel, current books, e-library equipment and furniture in the State Library complex.
- (iii) Ensure proper and sustainable funding of education in line with international best practices.
 - (iv) Promote skills acquisition and ensure total eradication of illiteracy through technical, vocational and adult literacy Programmes.
 - (v) Promote technology driven education in all schools across the State.

8.3 Sector Objectives

The objectives which the education sector will pursue during the 2023-2050 SDP are to:

- (i) Provide and deliver inclusive, functional and equitable 21st century quality education at all levels and all in circumstances.
- (ii) Provide children and youths with enabling environment for learning with world class infrastructure.

8.4 Outcome Deliverables

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

- Ensured inclusive, functional and equitable quality education at all levels.
- Reduced out of School Children.
- Improved teaching and learning environment with world class infrastructure.
- Increased literacy rate in the State.
- Ensured acquisition of vocational, technical education and entrepreneurship skills by all learners/students.
- Sustainable funding of education guaranteed.
- Technological driven education in the State achieved.

8.5 High-Level Strategies

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

- Strengthen human capacity development of teachers and administrators.
- Provision of adequate instructional materials and teaching aids.
- Continuous rehabilitation and upgrading of educational infrastructure.
- Improve remuneration and incentives for Teachers/Instructors/Lecturers/Facilitator
- Curricula revision to make them more relevant to pupils', students' and societal needs.
- Strengthen the policy and regulatory framework to foster equity and inclusiveness in education.

- Increase investments in Science, Technology, Engineering Mathematics (STEM) & Technical, Vocational Education and Training (TVET).
- Secure sustainable financing sources that will increase funding to the Education sector.
- Reinforce ethical values in education.
- Adequate supervision, monitoring and evaluation of schools.
- Provide tools and personnel for monitoring and evaluation.
- Improve Digital Literacy proficiency.
- Upgrade of and provision of e-library facilities at the State Library complex.

TABLE 22: SECTOR-LEVEL RESULTS FRAMEWORK FOR EDUCATION

| Outcome | Key Performance Indicator | Baseline 2021 | Targets | | |
|---|---|---------------------|---------------|---------------|---------------|
| | | | 2023- 2030 | 2031- 2040 | 2041- 2050 |
| Ensured inclusive, functional and equitable quality education at all level. | Percentage of Teacher competence in teaching assessment at Primary Level | 50% | 75% | 85% | 100% |
| | Percentage of Teacher competence in teaching assessment at Secondary Level | 50 % | 75% | 85% | 100% |
| | Teacher to pupil ratio at primary level | 1:32 | 1:30 | 1:28 | 1:25 |
| | Teacher to Student ratio at JSS | 1:58 | 1:50 | 1:40 | 1:30 |
| | Teacher to Student ratio at Senior Secondary level | 1:50 | 1:40 | 1:35 | 1:30 |
| | Primary Students' literacy (Percentage of students that can read a full sentence at primary level) | 37% | 43% | 50% | 65% |
| | Performance in external examinations (WAEC) | 59% (2019) | 65% | 70% | 75% |
| | Gender parity indices (Primary) | 0.99 | 0.99 | 0.99 | 1.00 |
| | Ranking of State institution among top Schools in the World. | 4,325 | 1,000 | 500 | 100 |
| Reduced out of School Children | Rate of out of school children Primary school | 13% (MICS, 2021) | 10% | 7% | 3% |
| | Rate of out of School Children senior secondary school level | 24.1 % (MICS, 2021) | 15% | 10% | 5% |
| Improved teaching and learning environment with world class infrastructure | Enrolment rate in Primary Schools | 61.7% | 65% | 68% | 75% |
| | Enrolment rate in Secondary Schools | 60% | 65% | 70% | 75% |
| | Percentage of infrastructural facility upgraded/provided | 37% | 42% | 50% | 60% |
| Ensured acquisition of vocational, technical education and | Unemployment rate | 11.65% | 11.55% | 11.40% | 11.25% |
| | Percentage of youths who have relevant skills (including technical and vocational skills) for employment, | 85.1% | 86.2% | 88.1% | 90.3% |
| | | 30% | 60% | 70% | 80% |

| Outcome | Key Performance Indicator | Baseline 2021 | Targets | | |
|---|--|------------------|---------------|---------------|---------------|
| | | | 2023- 2030 | 2031- 2040 | 2041- 2050 |
| entrepreneurship skills by all learners/ students | decent jobs and entrepreneurship | | | | |
| | Proportion of students with entrepreneurial skills. | 78.7% | 79.7% | 83.2% | 85% |
| Increased literacy rate in the State | Literacy rate | 80% | 83% | 87% | 89% |
| Sustainable funding of education guaranteed | Proportion of Education Sector budget. | 21.2% | 25% | 30% | 30% |
| | Percentage contribution of external funding to Education Sector Budget | 44% | 50% | 55% | 60% |
| Technological driven education in the State | Percentage of computer literate pupils at primary level | n/a | 45% | 60% | 80% |
| | Percentage of computer literate students at Secondary School Level. | 40% | 70% | 85% | 100% |
| | Proportion of students enrolment for STEM programmes/courses in the State Owned Tertiary Institutions | 47% | 50% | 55% | 60% |
| | Digital Literacy rate (Proportion of youth and adults with information and communication (ICT) skills) | n/a | 83.0% | 86.1% | 89.9% |

CHAPTER 9: ENVIRONMENT SECTOR

9.1 Overview of the Sector



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

through the implementation of a well formulated policy framework.”

Nigeria formulated its first National Policy on Environment in 1991. It was revised in 1999, and again in 2016, to capture emerging environmental issues and concerns. Thus, the 2016 National Policy on the environment defined a new holistic framework to guide the management of the environment and natural resources of the country. This framework document prescribed sector and cross-sector strategic policy statements and actions for the management of the country’s environment for sustainable development. In addition to the 1991 and 1999 draft policy documents, the 2016 policy derived its strength from the fundamental obligation of the protection of the environment as stated in section 20 of the Constitution of the Federal Republic of Nigeria, 1999. According to the section, the “State shall protect and improve the environment and safeguard the

water, air and land, forest and wild life of Nigeria”. In addition, Nigeria is party to several international treaties and conventions on environmental issues. It is on the combined thrust of these instruments that the national policy on environment rests.

In order to address above enumerated issues and towards the fulfilment of the Section 20 of the Constitution of the Federal Republic of Nigeria, 1999 at the State level, Osun State Ministry of Environment was created to domesticate the functions of the Federal Ministry of Environment which amongst others include:

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

Before 2007, the business of environmental management had hitherto been scattered among many unrelated Ministries and Agencies with no proper coordination. The then Environmental Protection Agency (OSEPA) was solely saddled with the huge responsibilities of Environmental Protection, Pollution Control as well as Waste Management and Sanitation, while the Department of Forestry in the Ministry of Agriculture supervised forest management, while the Management of Natural resources oscillates between the Ministry of Agriculture and Office of the Governor. However, in 2007, the then Administration took the bold step to create the Ministry of Environment to oversee the State Environment including the forest resources, the Ministry was also revitalized under subsequent administrations. The proactive and pragmatic steps of the creation of the Ministry of Environment have placed Osun State on the right track towards achieving a sustainable Environmental Management.

There are five distinct agencies in the Environment Sector, these include; Ministry of Environment and Sanitation; Osun Waste Management Agency (OWMA), Osun Signage Hoardings and Advertisement Agency (O'Signage), Osun Parks and Garden Management Agency (OSPARKS), as well as Osun State Emergency Management Agency (OSEMA). These

Agencies are being effectively sustained by the current Administration.

The environment Sector was strategically positioned to address critical action plans of the State on Environmental Sustainability. The activities of the sector were tailored towards addressing the Environmental health issues of the State holistically in line with the dictum of “prevention is better than cure”. Environmental Health and Sanitation became the arrow heads of this drive. This no doubt has helped the State in frontally combating the scourge of the COVID-19 pandemic in the State, through prompt and efficient decontamination of all the public spaces and institutions in 2020. The Sector is still combat ready for necessary interventions in this regard to permanently put any dreaded virus in check. The rampaging effect of climate change is also starring all in the face.

Success Stories: Notable among the success recorded in the Environment Sector included the following;

- The State currently has the capacity to accommodate more waste through the acquisition of 50.2 hectares of land for the new central dumpsite, which has led to a better engagement of investors for waste recycling in the State.
Sustenance of Market Sanitation Exercise on Thursday of every week.
- Sustenance of PSP operations on refuse collections in the State.
- Reduced incidence of flooding as a result of dredging, de-silting and channelization of major water channels across the State.
- Improved vegetation cover through raising and distribution of over 1,250,000 rare, exotic, indigenous, and ornamental tree seedlings for schools/general afforestation, avenue planting and beautification as well as to serve as a Carbon sink and windbreakers.
- Reforestation and environmental restoration of the 4-hectare Onibueja plantation in order to restore the environment.
- Containment of cholera epidemic in Ede, through prompt intervention and health education.
- Containment of the dreaded global covid-19 pandemic through massive decontamination of public spaces and institutions, including

the installation of Incinerators at strategic locations to manage the resultant Healthcare Wastes.

- Significant improvement in stakeholder engagement which is currently yielding tremendous results. Notable stakeholders include relevant Federal and State Government Agencies, NGOs, CBOs (e.g., Ife in Council), etc.
Beautification, landscaping, and maintenance of Oba-Adenle Memorial Park and Anthony-Udofia Primary School in Osogbo.
- Improved compliance monitoring and enforcement which is yielding results on the installation of pollution abatement in the steel mills, as well as reduced haphazard erection of billboards, etc.
- Provision of support in form of relief materials and agricultural inputs to victims of disasters.

With these proactive steps, flood, filth, environmental degradation and disease epidemic became more easily prevented and controlled in the nooks and crannies of the State, through proactive interventions.

9.2 Key Challenges

The oil glut which resulted in catastrophic global economic meltdown, as well as the recent COVID-19 pandemic, global climate change, and unorganized mining activities ongoing in Osun State, took their toll on the Nation and the State in particular. With dwindling resources, the lofty innovations of government went somersault, resulting in economic belt-tightening policies and measures. More so, Osun State has metamorphosed from an agrarian State to a rapidly developing society in the field of

industry, commerce, education, agro-allied activities, and most recently mining. These trends have no doubt brought about an unprecedented increase in class, diversity, and quantity of wastes generated as well as pollution. Other specific challenges facing the sector include the following:

- Inadequate staffing (Particularly Environmental Health Officers, Scientific Officers, Engineers, quantity surveyors, forest officials, technicians, and other related professionals, as well as other supporting staff).
- Inadequate equipment & materials for Environmental Management e.g., Bulldozer, Excavator, Swamp buggy, etc.
- Inadequate legal provisions and political will to enforce environmental laws.
- Weak institutional capacity to manage environmental disasters and disaster management issues.
- Exponential population growth that springs available resources on waste management.
- Lack of quality infrastructure and technology to deal with climate change related issues
- Inadequate private sector participation & funding of environmental and disaster management activities.
- Lack of Environmental Monitoring Laboratory.
- Lack of Utility and operational vehicles
- Insufficient permanent Office accommodation.
- Inadequate number of approved dumpsites and public cemetery.
- Inadequate compliance with weekly market and workplace environmental sanitation exercise.

9.3 Sector Objectives

Over the revised SDP period of 2023-2050, the Environment Sector will pursue the following strategic objectives:

- (i) Ensure a green, aesthetic and healthy environment that effectively supports productive activities.
- (ii) Reduce the incidence of environmental degradation, and ensure efficient and effective disaster management.
- (iii) Ensure total compliance with both National and International Standards on environmental conventions.

9.4 Outcome Deliverables

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

- Improved forest cover by increasing efforts towards meeting the FAO 25 per cent recommended forest cover.
- Improved environmental health in the State. Reduced incidence of flooding and land Degradation in the State.
- Reduced incidence of poor environmental practices.
- Total eradication of environmentally-induced diseases among the populace.
- Reduced occurrence of Disaster in the State.
- Improved compliance with environmental laws, regulations and standards.
- Improved application of technology in environmental management.
- Maintenance of a green, clean and healthy environment that effectively supports productive activities.
- Improved aesthetic quality of the environment
- Safe, resilient and sustainable cities and human settlements as well as conserved ecosystems.

9.5 High-Level Strategies

Those key challenges (as enumerated in 9.2 above) are what the Sector intends to combat through these high-level sector strategies:

- Timely weather report,
- Improve waste collection and management,
- Encourage sustainable afforestation,
- Encourage waste to wealth projects on a Public-Private-Partnership basis, Discourage bush burning,
- Effective implementation of the environmental sanitation and pollution control law,
- Effective monitoring of industrial effluents/discharge,
- Provision of appropriate equipment for effective environmental management,
- Encourage efficient disaster management systems.
- Ensure good network of flood drains in township roads across the State,
- Ensure streams and other water bodies enjoy unhindered flow,
- Partner with other foreign and local bodies to fight climate change,
- Discourage illegal waste dump,
- Discourage illegal and unsustainable mining practices and natural resources exploitation.
- Leverage on Paris Climate Agreement for external financial and technological assistance.

TABLE 23:SECTOR-LEVEL RESULTS FRAMEWORK FOR ENVIRONMENT

| Outcome | Key Performance Indicator | Baseline 2021 | Targets | | |
|---|---|------------------|-----------|-----------|-----------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Improved forest cover. | Number of tree seedlings planted. | 250,000 | 1,500,000 | 1,800,000 | 2,200,000 |
| | Area of land planted with trees. | 250Ha | 400Ha | 700Ha | 1,000Ha |
| | Area of land recovered from illegal farming activities and reforested. | 3Ha | 100Ha | 500Ha | 750Ha |
| | Proportion of Forest Area to Total Land Area | 3.5% | 6.0% | 8.0% | 10.0% |
| | Rate of mitigation of Green House Gas Emissions in Osun State(million metric tons) | 1.9 | 2.7 | 3.47 | 4.2 |
| Improved environmental health in the State | Total volume of wastes managed in the State(Metric tons/day) | 500 | 2,000 | 5,000 | 10,000 |
| | Number of waste disposal sites created and managed in the State. | 2 | 31 | 62 | 93 |
| | Number of Scrap Yards in the State. | 0 | 9 | 12 | 18 |
| | Number of cases of environmental related epidemics recorded in the State | 6 | 4 | 2 | 0 |
| | Proportion of pollution related nuisances resolved. | 75% | 80% | 90% | 100% |
| Improved aesthetic quality of the environment | Number of patronages recorded at the parks and gardens in the State. | 33 | 160 | 250 | 320 |
| | Number of parks created. | 1 | 4 | 6 | 9 |
| | Number of billboards properly erected/located | 32 | 70 | 130 | 200 |
| Reduced incidence of flooding and land Degradation. | Proportion of degraded land area recovered. | 0% | 30% | 70% | 100% |
| | Rate of Degradation | n/a | 1% | 0.5% | 0.2% |
| | Length of streams dredged in the State. | 6.7km | 50km | 150km | 200km |
| | Number of occurrences of flooding in the State. | 10 | 3 | 2 | 1 |
| | Number of culverts reconstructed or maintained. | 120 | 180 | 150 | 125 |
| Reduced incidence of environmental poor practices. | Number of households that patronize licensed Waste Managers. | 1,700 | 10,000 | 18,000 | 25,000 |
| | Number of stakeholders' meeting / public awareness campaign organized. | n/a | 60 | 40 | 30 |

| Outcome | Key Performance Indicator | Baseline 2021 | Targets | | |
|---|--|------------------|-----------|-----------|-----------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| | Number of environmental violators | 420 | 50 | 30 | 10 |
| | Number of signposts/billboards violators | 1,000 | 1,500 | 1,000 | 500 |
| Ensured relief support for victims of emergencies/ disasters | Value of relief supports provided for victims of emergencies / disasters (₦ Billion) | n/a | 1.0 | 1.50 | 2.0 |
| Improved application of technology in environmental management. | Tons of material recycled (Metric tons) | n/a | 400 | 800 | 1,200 |
| | Number of applications of technology deployment in the sector. | n/a | 25 | 35 | 50 |

CHAPTER 10: FINANCE AND REVENUE MOBILISATION SECTOR

10.1 Overview of the Sector



The imperativeness of effective revenue mobilization, generation and allocation cannot be over-emphasized. The same is true of the utilization and allocation of the resources so generated to ensure value addition to the governance.

It has become apparent that funds from the Federal allocation can no longer meet the myriad of mandatory financial responsibilities confronting the State Government. Yet there is the need for the State to move beyond the current threshold in its efforts to meet the yearnings of its citizenry.

Moreover, the Post-COVID19 economic recovery demands aggressive resources mobilization for private and public sector investments. Presently, the FAAC and IGR still remained low, compared to what is required to finance the State economy. Consequently, it is imperious to increase the robustness and resilience of State's financial sector to ensure availability of financial resources for economic growth and development of the State.

In recognition of this fact, the Finance and Revenue Mobilization Sector is set up to evolve the strategies that are revenue-generation driven through deliberate efforts directed at improving the revenue generation and allocation in the State, leveraging the Global standard. The sector details the various world - class strategies aiming at soaring up the State's IGR and effective allocation of same. The strategies

primarily are going to dwell on plugging both the existing and potential revenue leakages, expansion of tax base, bringing of more eligible taxpayers into the tax net while improving on our revenue collection strategies to make statutory payment easy for taxpayers.

Without mincing words, an impressive IGR figure is to serve as supplement to the State's Federal Fund Allocation and even, in some instances, the expectation is that IGR will surpass the Federal allocations. The current administration in the State desires the later. The twin-sister to revenue generation is effective revenue allocation and this has been determined to be healthily pursued. This is because, the State Government cannot afford wasted efforts on revenue generation when the products of such processes are not well allocated or is allowed to go down the drain.

The Finance and Revenue Mobilization Sector in Osun State has been the sole handler of:

- the Finances and IGR of the government for effective governance of the State; and
- making funds available for all the arms of government.

The Sector comprises all MDAs whose roles are finance-related and their roles cut across the entire Service. These MDAs include:

- Ministry of Finance: responsible for financial policies, public financial management reforms and administration;
- Office of the Accountant-General: Collate, prepare and publish statutory financial statements of the State government and any other statements of accounts required by the Ministry of Finance
- Osun State Internal Revenue Service: To collect, recover and pay to the designated account any tax or levy due to the State.
- Debt Management Office: To extract comprehensive data on external obligations from loan agreement and record and monitor them in the CS-DRMS.

The Finance and Revenue Mobilization Sector conglomerate's roles based on its component MDAs, including mobilization/generation of revenues, productive distribution/application of Government funds, exploration of creative means of increasing and expanding our Internally Generated Revenue base for the collective good of the citizenry, harnessing the State's resources to achieve wealth and prosperity for the populace, equitable distribution of resources and effective management of Government debt portfolios (that is, ensuring sustainability of Government debts).

10.2 Key Challenges

The key challenges currently facing the Finance & Revenue Mobilization sector are as follows:

- Low Information and Communication Technology skills on the part of some Officers of the sector coupled with existence of inadequate database.
- Over dependence on dwindling Federal Allocation (FAAC).
- Revenue leakages.
- The general idea of "expecting from the government" rather than "giving back to the society."
- Weak commitment to enforcement of the fiscal/financial Rules.
- Duplication and overlapping of MDAs functions which is a fall-out from excessive expansion of bureaucracy.
- Unstable power supply to Ministries, Departments and Agencies of the sector conglomerates.
- Lack of effective manpower planning resulting in poor personnel turn over management
- Inadequate cash backing of Budgeted revenue generating projects.
- Shortage of and ineffective working tools preventing the MDAs from performing optimally.
- Poor enabling environment for new investors

10.3 Sector Objectives

The Finance & Revenue Mobilization Sector's objectives are to:

- (i) ensure adequate and judicious utilization of government resources,
- (ii) ensure improvement in Internally Generated Revenue of the State and,
- (iii) ensure improvement in the funding of programmes and projects through Public Private Partnerships and Donor Partners Support.

10.4 Outcome Deliverables

The Finance & Revenue Mobilization Sector's Deliverable are:

- Improved transparency, accountability and efficiency in government spending;
- Increased Internally Generated Revenue; and
- Increased PPP and Donors Participation in funding of Projects and programmes.

10.5 High-Level Strategies

Finance & Revenue Mobilization Sector Strategies that would be used to deliver the expected outcomes will include the following:

- Train and re-train officers on ICT skills development.
- Strict compliance to policy-plan-budget linkage.
- Public enlightenment on the need to support government policies and programmers.
- Strict compliance to the enforcement of fiscal rules.
- Create Asset Registers to know what the State owns, their use-values and market-values.
- Facilitate the achievement of AfCFTA.
- Leverage on the support of Development Partners towards funding of programmes and projects.
- Identify overlapping mandates and treat as cross cutting issues.
- Provide alternative sources of power supply for adequacy and efficiency.
- Strengthen relevant units for proper coordination and harmonization within the sector.
- Ensure prioritization of allocation of funds to revenue generating projects.
- Strict adherence to the content of the State revenue law.

- Provide adequate working tools for potential revenue generating MDAs.
- ensure friendly environment for investors with focus on “Ease of Doing Business”.

TABLE 24: SECTOR-LEVEL RESULTS FRAMEWORK FOR FINANCE AND REVENUE

| Outcome | Key Performance Indicators (KPI) | Baseline (e.g., Value of the Outcome in 2021) | Target | | |
|---|---|---|-----------|-----------|-----------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Improved Transparency, Accountability and Efficiency in Government Spending | Length of time taken to prepare the Annual Financial Statements | 6months | 3months | 1month | 1week |
| | Proportion of Domestic Debt Service to IGR | 77.10% (2023-2025 MTEF) | 50% | 30% | 15% |
| Increased Internally Generated Revenue | Percentage increase in Internally Generated Revenue | 20% | 30% | 50% | 75% |
| | Proportion of IGR to Total Revenue | 19.86% | 25% | 30% | 50% |
| | Proportion of IGR to State GDP | 1.06% (State of States Report: Budgit, 2021) | 3% | 7% | 15% |
| Increased PPP and Donors Participation | Percentage of volume of Public Private Investment in the State | 10% | 15% | 20% | 25% |
| | Percentage of projects/programmes funded through PPP Arrangement. | n/a | 25% | 40% | >40% |

CHAPTER 11: GOVERNANCE AND ADMINISTRATION SECTOR

11.1 Overview of the Sector



Governance and General Administration in Osun State has been the sole responsibility of the executive arm of the government; harnessing the roles of other government institutions. Through the Governance and Administration Sector, State aims to rely on strong and sustainable governance structures, efficient institutions that ensure accountability and drive productivity for sustained economic growth and development. Critical factors in this regard must include the equitable and efficient service delivery of public institutions and enhanced quality of overall governance in the State.

As a result of this, the sector will focus on the strategies that improve institutional frameworks and mechanisms to effectively drive reforms and synergy among key MDAs and sector actors.

The governance and administration sector comprises all MDAs whose roles are not sector specific but rather, cut across the entire service. Their roles are mainly about administration or governance of the State. The MDAs include: Office of the Governor, Ministry of Local Government and Chieftaincy Affairs, Ministry of Regional Integration and Special Duties, Bureau of Social Services (BOSS), Ministry of Innovation, Science and Technology, Parastatals Monitoring Office, State House of

Assembly, Offices of the Auditors-General (Local and State), Ministry of Political Affairs and Intergovernmental Relation, Sustainable Development Goals Office (SDGs) and Osun State Independent Electoral Commission (OSSIEC). While other stakeholders are Labour Unions, Political Party representatives, Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs).

The roles of the sector include the following:

- Effective analysis, monitoring and evaluation of government projects.
- Auditing of all government accounts in tandem with the existing auditing rules and regulations.
- Creating additional Local Council Development Areas (LCDAs) to serve the purpose of bringing governance closer to the grassroots.
- Conducting local government election in the State.
- Peaceful resolution of evolving chieftaincy matters in line with the extant chiefs laws in the State, leading to emergence of non-controversial candidates to fill vacant stools.
- Periodic public service reforms.
- Application of e-governance in the State by providing the State's key economic indicators on the web for information and feedback from citizens and facilitating communication among stakeholders; including provision of a robust database for ease of governance.
- Ensuring gender mainstreaming, equity and inclusiveness in governance.

The Governance and Administration Sector has achieved the following in recent years based on her mandates and supports of previous and current administrations of the State:

- Regular conduct of Audit Forum since 2019 to date;

All budget documents (Appropriation Law, Quarterly Budget Performance Reports and Citizens' Budget) are made available online on a regular basis; and
 Passage and enactment of a number of bills.

11.2 Key Challenges

While the State has made some progress in promoting a system for good governance for her citizenries, many challenges remain. The following constitute the challenges hampering the effective performance of the Governance and Administration sector of the State:

- Low information and communication technology skills by many public officers and inadequate database.
- Duplication or overlapping of mandate of MDAs.
- Inadequate capacity building for public officers.
- Weak manpower planning resulting in poor succession mechanism.
- Poor coordination among agencies of government resulting in duplication and wastage of financial resources.
- Weak Management Information System for the formulation, implementation and evaluation of government policies.
- Poor adaptation to technology, leading to slow progress and conflict among political and career officers to the detriment of governance and administration in the State.
- Non-timely policy implementation.

11.3 Sector Objectives

Over the period of this SDP (2022 - 2032), the Governance and administration sector will pursue the following objectives:

- (i) To ensure equity, inclusiveness, transparency and accountability for efficient service delivery.
- (ii) To strengthen the institutions for efficient service delivery in the State.

- (iii) To simplify process and accessibility to government programmes and policies to the delight of the public.

11.4 Outcome Deliverables

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

- Improved accountable and responsive governance.
- Improved E-Governance
- Ensured availability of institutional frameworks and mechanisms for efficient service delivery.
- Increased public participation in governance.

11.5 High-Level Strategies

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

- Create awareness of government policies and programmes.
- Promote attitudinal change and value re-orientation towards government policies and programmes among the populace.
- Improve participation of stakeholders in the process and evolution of government policies.
- Effective wide-range connection to the internet of ministries, departments and agencies for easy accessibility by public officers.
- Adopt rule-based approach in the conduct of governance and administration.
- Promulgate stringent and judicially enforceable penalty for failure to comply with State laws.
- Effective coordination and cooperation among agencies engaged in governance and administration process.
- Audit system to be made more extensive, accountable and brought in line with internationally acceptable standards.
- Maintenance of gender mainstreaming as a policy and administrative tool.

TABLE 25: SECTOR-LEVEL RESULTS FRAMEWORK FOR GOVERNANCE AND ADMINISTRATION

| Outcome | Key Performance Indicator | Baseline | Target | | |
|---|---|---|--|---------------------------------------|---------------------------------------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Improved Accountable and responsive governance | Length of publication of State Auditing Report Account | within the first quarter of the subsequent year | Within two (2) months of the subsequent year | Within a month of the subsequent year | Within a month of the subsequent year |
| Ensured availability of institutional frameworks and mechanisms for efficient service delivery. | Number of bills passed | 143 | 10 | 10 | 10 |
| | Volume of people on online interactions with government | 75 | 3,500 | 5,000 | >5,000 |
| | Number of Policy initiatives implemented | 25 | 9 | 12 | >12 |
| Improved E-Governance | Number of Government services delivered online | 9 | 12 | 15 | >15 |
| | Percentage of MDAs that have their operations Digitized | 7% | 45% | 89% | 100% |
| | Number of active Government Website | 7 | 10 | 20 | >20 |
| Increased public participation in governance | Number of stakeholders consultations conducted | 28 | 56 | 84 | 100 |

CHAPTER 12: HEALTH SECTOR

12.1 Overview of the Sector



Health is known as a basic social right that every citizen should be able to enjoy to the peak level and live an economically productive life. Osun State Health Sector is responsible for the delivery of quality health care to the citizens of the State with both private and public sectors contributing to health care services in the State. The State Health Sector came into being at the creation of the State on 27th August 1991 with two (2) Agencies, Ministry of Health and Hospitals Management Board as the Administrative and Supervisory bodies controlling the activities of the sector since the creation of the State, the two agencies have always entered into partnership with local and international organizations such as WHO, USAID, UNDP, UNFPA, UNICEF, EU,

SFH amongst others.

The Health Sector provides Preventive, Curative, Rehabilitative and Palliative Services across the thirty (30) LGAs and 1 Area Office. Presently, the Agencies within the health sector have increased from the initial two (2) to eight(8), namely:

- Ministry of Health (MOH): responsible for policies and general administration of the Sector;
- Hospitals' Management Board (HMB):
- Osun State Agency for the Control of Aids (O'SACA):
- Osun Ambulance Services (O'AMBULANCE):
- Osun Primary Health Care Development Board (OSPHCDB):
- Osun Health Insurance Agency (OSHIA):
- Osun State University Teaching Hospital: and;
- College of Health Technology:

The State Government is collaborating with Development Partners by dedicating significant resources towards the development and implementation of numerous health strategies and plans for the development of a modern, efficient, and effective healthcare delivery system. However, the health care system in the State still needs to be strengthened as the various published health indices are not as gratifying would be expected (see Table 25.)

TABLE 26: NIGERIA'S AND OSUN STATE'S HEALTH INDICES: 2016 AND 2021

| Health Indices | Osun State Indices(2014-2016) | Osun State Indices (2021) | Source | Targets In Line with SDG 2030 |
|--------------------------------------|-------------------------------|---------------------------|--|-------------------------------|
| Infant Mortality Rate | 78/1000 LB | 47/1000 LB | National Demographic Health Survey (2018) | 40/1000 Live Births |
| Under 5 Mortality Rate | 101/1000 LB | 70/1000LB | National Demographic Health Survey (2018) | 50/1000 LB |
| Maternal Mortality Ratio | 165/100,000 LB | 165/100,000 LB | MICS (2016) | 70/100,000 LB |
| HIV Prevalence Rate | 1.6% | 0.9% | NAIIS (2019) | 0% |
| Neonatal Mortality Rate (NMR) | 56/1000LB | 32/1000 LB | NDHS (2018) | 12/1000 LB |
| Contraceptive Prevalence Rate (CPR) | 22% | 29.4% | NDHS (2018) | 100% |
| Child Mortality Rate | | 24/1000LB | NDHS (2011) | 15/1000LB |
| Total Fertilities Rate | 3.8% | 3.8% | NDHS (2018) | 2.5% |
| ANC Coverage (1st Visit) | | 96.9% | NDHS (2018) | 100% |
| Number of Health Insurance Enrollees | 0 | 206,184 | Osun State Health Insurance Agency (OSHIA) (March, 2022) | 75% of the population |

12.2 Key Challenges

The following are the major challenges faced by the Health Sector of Osun State and which practical strategies will be developed to ameliorate during this SDP period of 2023 - 2032:

- Lack of qualified personnel and equipment for quality health services.
- Brain drains of medical professionals in search of better work conditions and remuneration.
- Weak governance and implementation of health policy.
- High population size putting a considerable strain on health facilities.
- Dearth of skills and quantity as well as distribution of Human resource for health (HRH).
- Inadequate health infrastructure.
- Inadequate sex-disaggregated data and gender statistics for evidence-based planning.
- High out-of-pocket spending on health and too high per capital cost of health care.
- Irregular release of State Equity Grants to finance health insurance for the vulnerable population.
- Inadequate health-seeking behaviour by the populace.
- Inequalities in the distribution of health care resources and access to services, especially between urban and rural areas.
- Inadequate monitoring and evaluation mechanism.

12.3 Sector Objectives

The sector's strategic objectives over the plan period are as follows:

- (i) Strengthen the health system for

delivery of essential health care services and packages.

- (ii) Promote Universal health coverage and enhance health care financial risk protection in the State.
- (iii) Reduce infant and maternal mortality rates; and promote healthy habits and lifestyles.

12.4 Outcome Deliverables

- Reduced Out of pocket Expenditure for health among residents of the State.
- Maintenance of healthy lifestyles.
- Increased access to health care services across all income groups.
- Increased access to modern contraceptives and other health facilities.
- Ensured availability and effective implementation of a State health policy.
- Reduced maternal, new-born, infant and under-5 mortality rates.
- Reduced malnutrition among under-5 children.
- Increased access to sexual and reproductive health services.
- Improved availability and functionality of health infrastructure.
- Availability and use of affordable and accessible quality medicine, vaccines and other health commodities.
- Strengthened health management information system.
- Reduced morbidity, mortality, and disability due to non-communicable disease and mental illness.
- Reduced incidence and impact of public health emergencies.
- Reduced gender gap in the health sector.

12.5 High-Level Strategies

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

- Develop a State health policy with clear objectives, feasible deliverables, and practical strategies.
- Carry out advocacy and sensitization to enlighten the people on the State health

policy.

- Monitor the progress of implementation of the State health policy and the impact of the implementation.
- Improve the quality of essential health care services, and increase access to a package of essential health care services.
- Equitably improve the quantity, skill mix, motivation and distribution of health workforce.
- Increase funding to the health sector via allocation and technical efficiencies, as well as seeking support from Development Partners.
- Improve sustained availability of medicines, vaccines, commodities, and health technologies.
- Improve availability and distribution of functional infrastructure for health services delivery.
- Strengthen the health information system for timely evidence-based decision-making.
- Strengthen Osun health insurance scheme by carrying out high-level advocacy in respect of the prompt release of appropriated equity funds and sensitization to enlighten residents on the State health insurance scheme; and monitoring the progress of implementation of the State health insurance scheme and the impact of the implementation, including coverage.
- Mainstream gender equity in the health sector.

TABLE 27: SECTOR-LEVEL RESULTS FRAMEWORK FOR HEALTH

| Outcome | Key Performance Indicator | Baseline (2021) | Target | | |
|---|---|-----------------------------|------------|------------|------------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Ensured healthy living | Average Life expectancy | 53.5 (UNDP, HD Report 2018) | 70 | 80 | >80 |
| Increased access to modern contraceptives and other health Facilities | Proportion of people accessing modern contraceptive | 24.6% (MICS 2017) | 80% | 100% | 100% |
| Development and effective implementation of a State health policy | Number of health policy formulated and implemented | n/a | 5 | 5 | >5 |
| Reduced maternal, new-born, infant and under-5 mortality rates | Maternal mortality Rate | 165/100,000 MICS 2017 | 70/100,000 | 50/100,000 | 5/100,000 |
| | Neonatal mortality Rate | 12/1000 LB MICS 2021 | 9/1000 LB | 4/1000 LB | 2/1000 LB |
| | Infant mortality Rate | 17/1000 LB MICS 2021 | 15/1000 LB | 8/1000 LB | 4/1000 LB |
| | Under-five mortality rate | 24/1000 LB (MICS 2021) | 15/1000 LB | 9/1000 LB | 2/1000 LB |
| Reduced malnutrition among under-5 children | Proportion of children under-5 that are underweight | 18.7% (MICS 2017) | 10.2% | 5% | <5% |
| | Proportion of under-5 children that are stunted | 23.5% (MICS 2017) | 12.5% | 5% | <5% |
| | Proportion of under-5 children suffering from Wasting | 8% (MICS 2017) | 5% | 4% | 2% |
| Increased access to health care services across all income groups. | Number of Osun Health Insurance Enrollees | 240,628 (OSHIA, 2022) | 1,000,000 | 3,000,000 | >3,000,000 |
| Increased access to sexual and reproductive health services | % of women using contraceptives | 24.6% (MICS 2017) | 100% | 100% | 100% |
| Improved availability and functionality of health Infrastructure | Percentage of functional health facilities | n/a | 50% | 95% | >95%44 |

CHAPTER 13: HUMAN CAPITAL DEVELOPMENT SECTOR

13.1 Overview of the Sector



In view of the strategic nature of Human Capital Development (HCD) Management to the achievement of organizational objectives, the HCD Sector in Osun State is established and given the responsibility for improving the performance, capabilities and resources of the State Workforce by harnessing the roles of relevant government institutions. The main process that will be adopted by the sector towards developing human capital involves creating the necessary environments in which employees can learn better and apply innovative ideas, acquire new competencies, develop skills, good behaviors and attitudes. The Human Capital Development Sector will provide access to quality manpower resource development for all workforce and the youths across the State. This step is aimed at unlocking new economic opportunities for disadvantaged people and will put Osun State on a path to fulfilling its goal of lifting five hundred thousand residents of Osun State out of poverty by 2030.

To do so, the Government will support the development of a workforce with the required competencies to meet employers' needs in the 21st century through targeted policy interventions across the Human Capital Development Sector.

Investments in Osun State's Human Capital Development Sector will allow the State to export skilled workers across the world and in line with the vision of the Founding Fathers of the State. Thus, Osun State vision for human capital development will reverse the declining trend and unlock socio-economic dividends for generations to come, which will significantly boost economic growth while contributing to achieving the overarching long term goal and objectives of Osun State Development Plan.

Osun State has rolled out a series of policies with mixed results to strengthen the human capital development sector with improve access to education and health care over the past years. The latest reviewed policy (SDP) recognized that the Human Capital Development Sector is essential for human development and directly linked it to the plan's broad focus of economic growth and investing in people.

The Sector comprises all MDAs whose roles are to improve labour efficiency and productivity in the Service and the State as a whole. Its roles are mainly about Human Resources Planning and Development in the State. Since it is imperative, in development planning, for all MDAs that are performing similar tasks or with near similar mandates to join hands in delivering the overarching long term developmental goals and objectives, the Human Capital Development Sector therefore comprises the following MDAs:

- (i) Ministry of Human Resources and Capacity Building;
- (ii) Public Service Office; Civil Service Commission;
- (iii) Local Government Service Commission;
- (iv) House of Assembly Service Commission;
- (v) Judicial Service Commission;
- (vi) Teaching Service Commission; and
- (vii) Bureau of Public Service Pension.

The roles of the Sector include the following:

- Provision of training for public officers with a view to instilling in them cutting-edge skills necessary in the discharge of their duties;
- Creating the Office of Public Service

Productivity, Efficiency and Due Process;

- Preparation of the youths for gainful employment;
- Periodic Public Service Reforms;
- Recruitment, promotion, discipline, posting and transfer of officers in the Public Service;
- Promoting job satisfaction, efficiency and Industrial harmony within the Public Service;
- Enforcement of Public Service Rules;
- Payment of compensations and benefits to officers;
- Monitoring the activities of the agencies of the Government to ensure that the guidelines are strictly and uniformly adhered to and;
- Maintaining database, records, lists and statistics of the entire State workforce.

In fulfillment of the above stated roles and in a bid to improve the professionalism and performances of the workers in the State for efficient service delivery and productivity, previous and current administrations had taken various steps which included the following:

- Approved part-time academic pursuits for quantum number of civil servants as well as study leave with pay and without pay depends on the relativity of the academic pursuits.
- Organized in periodic in-service training for workers, especially the Middle and lower-level cadres, for instances:
 - a) A six -month course for 271 Assistant Executive Officers-in-Training in the State Public Service and Local Government Areas in the first quarters of 2019;
 - b) A six-month Advancement Course for 124 Principal Secretarial Assistants in the Public Service and Local Governments was conducted between May and November, 2019.
 - c) A six-month training programme was successfully organized for 256 Chief Drivers and others in equivalent position between 2019 to May, 2020.
 - d) Training of Senior Staff through State facilitated Development Partners Intervention Programme as related to implementing MDAs of the various intervention programmes/projects.
- Approved and disbursement of vehicle refurbishment loan for workers.

13.2 Key Challenges

Notwithstanding, the various efforts of promoting efficient service delivery through human capital development in the State, the Sector is still facing enormous challenges which include the following:

- Inadequate capacity building for Public Officers.
- Weak manpower planning resulting in poor succession mechanism.
- Huge accumulated pension arrears.
- Inadequate Information and Communication Technology skills by many Public Officers.
- Inadequate functional database for Human Resource Management.
- Low level of awareness on existing and benefiting human capital development policies.
- Low implementation of extant rules and regulations in the Public Service.
- Low commitment to enforcement of the Public Service Rules.
- A rapidly rising population where 44% of the population is below the age of 15, put considerable stress on the educational sector.
- Uneven access and equity across all levels of human development along a rural-urban regional and gender divide.
- Girls face additional cultural roadblocks in certain communities where they face exclusion from empowerment opportunities simply due to their gender.
- A supply gap in technical and vocational training.
- Limited provision for residents of the State with learning disabilities and/or living invulnerable circumstances.

13.3 Sector Objectives

Over the period of this SDP, the Human Capital Development sector will pursue the following objectives:

- (i) To ensure adequate management and efficient development of Human Capital resources in the State and
- (ii) To evolve a vibrant, responsive and productive workforce for effective service delivery.

13.4 Outcome Deliverables

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

- Workforce adequately developed.
- Improved State Public Services.
- Human resource developed.
- Enhanced welfare and motivation of State's public servants.

13.5 High-Level Strategies

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

- Promote Job creation and empowerment.
- Encourage Staff training, motivation and career development.
- Improve Labour industrial relations and engagement.
- Promote Public Service Reforms.
- Promote Pre-retirement Management Planning.
- Improve Graduate employability skills.

TABLE 28: SECTOR-LEVEL RESULTS FRAMEWORK FOR HUMAN CAPITAL DEVELOPMENT

| Outcome | Key Performance Indicator | Baseline | Target | | |
|---------------------------------|--|----------|-----------|-----------|-----------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Human Resource developed | Proportion of formal trainings conducted for Public Servants | 10% | 50% | 70% | 100% |
| | Proportion of pre-retirement management planning sessions conducted for Retiring Public Servants | n/a | 25% | 65% | 100% |
| | Proportion of registered youths trained on pre-job skills | n/a | 50% | 75% | 100% |
| Enhanced Welfare and motivation | Percentage of Public servants that benefitted from Car refurbishing loan, Housing loan etc. | 2% | 10% | 25% | >25% |
| | Number of Public Servants motivated through Awards of Excellence | 45 | 1,000 | 3,500 | >3,500 |
| | Number of Public Servants accessing Social Welfare benefits | 122 | 240 | 500 | >500 |

CHAPTER 14: INFORMATION AND COMMUNICATION SECTOR

14.1 Overview of the Sector



The media sector is critical, germane and fundamental to the State in terms of information dissemination and creation of public awareness. The sector comprises the Ministry of Information and Civic Orientation and Osun State Broadcasting Corporation (OSBC). The primary responsibility of this organ of government is to publicize the day-to-day activities of the government through the instrument of mass Communication and the principles of public relations practice. This is with a view to achieving mass awareness and inclusive governance.

This sector also acts as a catalyst for change among the people in Osun State and generate adequate feedback for government policies and activities through Civic Orientation Programme of the Ministry. The major strength of the sector is the ability and capacity to educate, inform and entertain the general public on both the print and electronic media in such a way that it creates synergy between the government and the governed.

The sector has the potential of collaborating with other sectors to address emerging issues as the world navigates through issues relating to diversification of the economy, pandemic, and epidemic as well as population management. It is the mirror through which government activities are shown and delivered to the populace. The sector mobilizes the populace to accept, understand and

support policies of government and also ensures adequate feedback from the people. It would be recalled that at a one-day training programme on the review of 2019-2028 Osun State Development Plan, it was revealed that the population trend of Nigeria and the world generally was at alarming rate. Invariably, the Sector could play significant role in population management of the State vis-a-vis in all aspects of modern society, such as education and training, health, agriculture, administration, service delivery, business governmental policies, economy, technology e.t.c.

In view of its dynamism and the advent of Information Communication Technology, the sector has become very ubiquitous to address all information lapses in the areas of getting people informed adequately. In other words, it has become a useful tool in making sure that all emerging issues are projected to the limelight for a holistic economic development of the State in particular and the Country as a whole.

There are a lot of efforts that have been put in place in the Sector such as rehabilitation of dilapidated Government printing press building and the Press Conference Hall that was gutted by fire in 2013 were refurbished in the year 2021 and 2020 respectively. The sector also embarked on enlightenment programmes such as “Apero”, Market Rallies, Igbiyanju Ijoba, as a means of sensitizing the populace on government activities and policies. Civic Engagement has been a veritable tool of keeping people abreast of government activities. The sector has further taken a giant stride through the publication of newspaper tagged ‘Osun Newsroom’, in order to propagate the day-to-day activities of the State government to the general public.

Likewise, the media has embarked on installation of UPS & AVE for OSBC Radio 104.5FM transmitter in order to not relent in the coverage and transmission of government programmes. The channel 32UHF has been placed on digital platform by purchase and installation of satellite uplink for the station.

14.2 Key Challenges

The sector faces the following challenges:

- Inadequate modern equipment for operations;
- Erratic and costly electricity supply;
- Insufficient staffing; and
- Inadequate professional training.

14.3 Sector Objectives

The key objectives of the Information Communication and Media Sector include the following:

- Produce and broadcast informative, educative and entertaining programmes through enhanced technology;
- Promote government policies, programmes and activities; and
- Improve revenue from broadcast and extra-broadcast activities

14.4 Outcome Deliverables

The Information, Communication and Media sector has the major mandate of being the mouth-piece of the government and the governed. The expected outcome deliverables include:

- Improved understanding between the government and the people of Osun State.
- Ensured quality productivity and efficiency in programmes and contents.
- Enhanced Public awareness.
- Improved feedback mechanism.

14.5 High-Level Strategies

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

- Operate fully digitized broadcast platforms to increase patronage.
- Provision of the State-of-the-art equipment.
- Develop educative, informative, entertaining and public enlightenment programmes.
- Provide and ensure adequate feedback. Regular training of staff.
- Promote various instruments of mass communication and public relations for mass awareness and participation.
- Enact policies to harmonize the operations of the State-owned media outfits.

TABLE 29: SECTOR-LEVEL RESULTS FRAMEWORK FOR INFORMATION AND COMMUNICATION

| Outcome | Key Performance Indicator | Baseline 2021 | Targets | | |
|---|--|---------------|-----------|-----------|-----------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Improved understanding between the government and the people of Osun State. | Proportion of protests Against Government Policies | 50% | 30% | 10% | 0% |
| Enhanced Public awareness | Percentage level of awareness | 20% | 50% | 80% | 100% |
| Ensured quality and in productivity efficiency programmes and contents. | Level of digitization of broadcasting content | 10% | 80% | 100% | 100% |
| | Number of advertisement patronage | 7,200 | 80,000 | 100,000 | 120,000 |
| | Number of NBC sanction received | 1 | 0 | 0 | 0 |
| Improved feedback mechanism | Proportion of responses received on programmes | n/a | 30% | 60% | 100% |

CHAPTER 15: INFRASTRUCTURE SECTOR

15.1 Overview of the Sector



The Osun Infrastructure Sector comprises eleven (11) MDAs. These include Ministry of Works and Transport, Ministry of Lands and Physical Planning, Ministry of Rural Development and Community Affairs, Ministry of Water Resources and Energy, Office of Transportation, Office of the Surveyor-General, Osun Road Maintenance Agency, Osun State Capital Territory Development Agency (OSCTDA), Osun Assets Management Agency, Osun New Towns and Growth Areas Development Authority, Osun State Property Development Corporation (OSPDC).

Since the state's goal is *to achieve world class infrastructure that effectively support economic growth and development*, it is then

imperative to situate the sector within the global and national spaces.

In order to properly situate the infrastructure framework of Osun State, we must acknowledge that some other sectors (or MDAs outside those that make up the Infrastructure Sector) are actually allied to State Infrastructure framework. These include but not limited to Education, Health, Water and environment.

The Goals 7, 9 and 11 of SDG charted path for African nations on infrastructural development of their respective regions. It was on this basis that the National Integrated Infrastructure Master Plan (NIIMP) was built. Special attentions were given to

some selected thematic areas in the NIIMP vis-à-vis Roads, Transportation, Education and Health.

At the national level, the current guiding framework for infrastructure development is the National Integrated Infrastructure Master Plan (NIIMP). The 30-year plan (2014-2043) is a blueprint for accelerated infrastructure development. It provides the roadmap for building world class infrastructure required to grow the Nigerian economy, enhance citizens' quality of life, create jobs and improve Nigeria's global competitiveness. In the first five years, the NIIMP prioritizes Energy (generation and transmission capacity as well as supporting gas infrastructure); transport (with close to 50 per cent directed at roads); Information Communication Technology (expansion of mobile network capacity and broadband fibre optic network); social infrastructure (construction of education and health facilities) and

vital registration/security (investments in vital registration systems and construction of facilities for security institutions). These priorities are equally reflected in the nation's current Medium-term Development Plan (2021-2025). In both the long- and medium-term national plans, a key strategy is to leverage private sector funding for infrastructure development.

Sequel to this national stance, Osun State Government has an urgent need for structural and economic transformation through leveraging infrastructure development revolution at the national level. Very paramount to the State government of Osun is optimal actualization of Sustainable Development Goals (SDGs). Actualization of the targets set for Goals 7 and 9 largely influence the policy direction of the Sector. The goals and their corresponding targets are shown in the table below;

TABLE 30: SDG GOALS AS APPLICABLE TO OSUN STATE INFRASTRUCTURE SECTOR

| <i>S/N</i> | <i>Goals</i> | <i>Targets</i> |
|------------|---|---|
| 1. | Goal 7. Ensure Access to Affordable, Reliable, Sustainable and Modern Energy for all; and | 7.1 By 2030, ensure universal access to affordable, reliable and modern energy services |
| 2. | Goal 9. Build Resilient Infrastructure, Promote Inclusive and Sustainable Industrialization and Foster Innovation”. | 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all. |
| 3. | Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable | 11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums |
| | | 11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons |

Osun State infrastructure sector aims at providing world class infrastructure that effectively supports economic growth and development. This sector is concerned mostly with provision of facilities (fixed installations) used to deliver energy, transport, management of assets with lands and housing. The main infrastructure components in transport are roads airport, rail lines, and other alternative mode of transportation, while energy consists of

power lines and transformers. Public works and public buildings (schools, hospitals, quarters, officer's housing estates, malls and shopping complexes) are part of the infrastructure sector components.

There have been series of government interventions in Osun State's Infrastructure Sector, these included construction of new roads in all the

Local Governments across the State, dualisation of existing roads, and construction of Flyover at the heart of Osogbo to decongest the traffic. Also, an inner ring road as well as outer circular road is being completed within the State Capital to decongest traffic within city center.

Through the Urban renewal stride, the State is being opened up and attracting investors in unprecedented dimensions and making lives more livable.

Ensuring strict enforcement of and compliance to construction specifications and ethics has salvaged the State from series of building collapse being witnessed in other States of the Federation.

Support for viable mortgage schemes that can facilitate affordable housing for the citizenry is being enhanced through Public-Private Partnership and prompt issuance of Title Documents particularly through Osun Certificate of Occupancy fast track Programme intervention.

15.2 Key Challenges

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

- Lack of Master / Structure plans for major cities in the State.
- Absence of alternative energy supply
- Absence of State Housing policy.
- Lack of long-term planning and effective coordination within and between tiers of government in the transport sector.
- Inadequate electric power distribution network.
- Non-opening and beaconing of Government Estates;
- Untimely payment of compensation to claimants during the process of acquisition.
- Lack of synergy among MDAs in the Infrastructure Sector.

15.3 Sector Objectives

The main policy focus of the sector is the maintenance, rebuilding and expansion of the infrastructure of the State such as roads, electricity and housing estates to accelerate

economic growth and create jobs. Based on the challenges and policy thrust, the objectives of the infrastructure sector are to:

- (i) Ensure that the majority of the citizens of the State own or have access to decent and safe housing with adequate sanitation at affordable cost with secure tenure.
- (ii) Improve documentation of land titling and implementing of master plan/structure with Osun State to facilitate citizen's access to loan facilities thereby enhancing ease of doing business.
- (iii) Ensure safe and efficient transportation system in the State.
- (iv) Improve access to electricity within the State.
- (v) Ensure effective public infrastructure management and maintenance for sustainability.

15.4 Outcome Deliverables

The overarching expected outcomes of the sector are as follows:

- Functional Road Infrastructure to enable safe transportation.
- Improved Access to House Financing.
- Faster land titling process.
- Increased number of Master/Structure Plans to ensure orderly development of cities and towns.
- Improved Access to Electric Power Supply.
- Increased efficiency and lifespan of public infrastructure.

15.5 High-Level Strategies

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

- Develop of Master / Structure Plans.
- Explore innovative financing mechanisms for continued development of transport infrastructure using a mix of financing tools and funding streams.
- Involve private investors to Build-Operate and Transfer (BOT) alternative power supply.
- Develop State Housing Policy.
- Develop an effective land Management system to ensure transparency and ease burden of land administration process.
- Introduce and adopt low-cost Housing production techniques, innovative and affordable housing delivery methods.

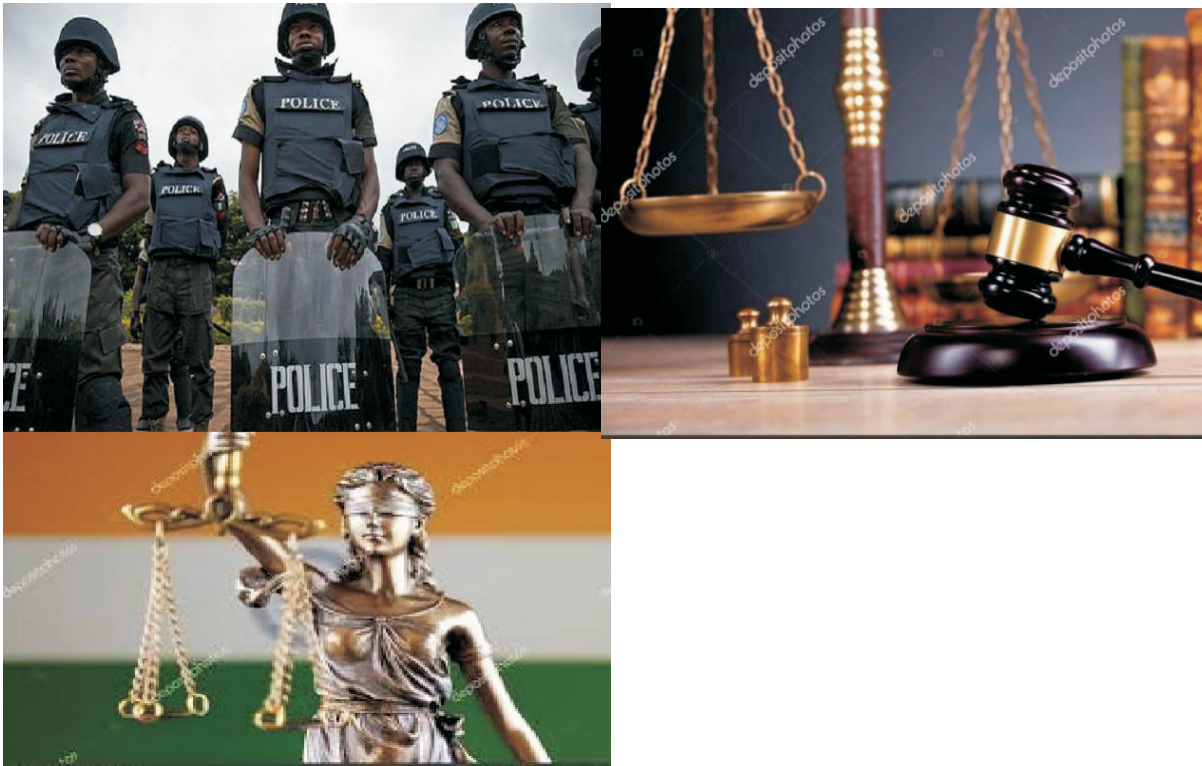
- Establish clear regulatory framework for sustainable development of transport infrastructure through policy development and harmonization.
- Resolve value-chain specific constraints to unlock more energy for Osun people by enhancing the existing capacity.
- Allow involvement of Private Partnership in the opening and beaconing of Government Estates.
- Develop alternative funding arrangements for payment of compensation.
- Develop clear regulatory framework to sustain inter-agency collaboration.

TABLE 31 : SECTOR-LEVEL RESULTS FRAMEWORK FOR INFRASTRUCTURE

| Outcome | Key Performance Indicator | Baseline 2021 | Target | | |
|---|--|------------------|---|---|---|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Functional Road Infrastructure to enable safe transportation | Length of Roads Constructed (KM) | 274.45Km | 1,000Km | 3,000Km | 4,500Km |
| | Length of Roads Rehabilitated (KM) | | 1,000Km | 3,000Km | 4,500Km |
| | Length of Roads Opened (KM) | | 300Km | 650Km | 900Km |
| | Length of Drains constructed | n/a | 300Km | 650 Km | 900Km |
| | Number of Culverts Constructed | n/a | 120 Units | 150 Units | 240 Units |
| Improved Access to House Financing | Number of housing units built | 363 Buildings | 600 Buildings | 750 Buildings | 900 Buildings |
| | Volume of financial supports through mortgage system | n/a | N3 billion | N3 billion | N3 billion |
| | Share of existing slums eradicated across the State | n/a | 3 Slums | 3 Slums | 3 Slums |
| Faster land titling process | Number of registered documents | 739 Units | 1,500 Units | 2,000 Units | 1500 Units |
| | Average length of document registration | n/a | Btw 30 - 60 Days | Btw 20 - 30 Days | Btw 20 - 30 Days |
| Increased number of Master/ Structure Plans to ensure orderly development of cities and towns | Number of master / Structure Plans completed | 14 Plans | 60 Plans | 75 Plans | 90 Plans |
| Improved Access to Electric Power Supply | Proportion of population with access to electricity | n/a | 60% | 75% | 70% |
| | Electricity uptime (i.e. average number of hours for which electricity is available every day) | 55.4% (NBS 2020) | Average of 15 Hours Daily: (btw 10 - 20 Hours daily) | Average of 20 Hours Daily: (btw 16 - 24 Hours daily) | Over 20 Hours Daily: (btw 18 - 24 Hours daily) |
| | Meter penetration Across the State | n/a | 70% of Electricity Consumers | 90% of Electricity Consumers | 100% of Electricity Consumers |

CHAPTER 16: SECURITY LAW AND JUSTICE SECTOR

16.1 Overview of the Sector



After the creation of Osun State on 27 August 1991, several Federal Security, Law and Justice Agencies started springing up in the State such as the Nigeria Prisons Services, the Nigerian Police Force and the Legal Aid Council (LAC). These Federal parastatals immediately combined forces with the State's Ministry of Justice, Nigeria Bar Association and Judiciary to make the Security, Law and Justice Sector very effective in Osun State.

The Security, Law and Justice Sector is the amalgamation of various MDAs which promote and project law and security in the State. The Sector comprises the following MDAs:

- Ministry of Justice: Responsible for policies and general administration of the Sector;
- High Court of Justice: superintends and controls all the subordinate courts. It can ask for details of proceedings from subordinate courts.
- The Customary Court of Appeal: responsible for hearing and determining any appeal if it consists of at least three Justices.
- Judicial Service Commission: ensure self-

regulation of the Judiciary.

- Osun State House of Assembly: Its sole duty is to enact, amend and repeal laws.
- Osun State Security Network Agency: Protection of lives and properties; and
- The Vigilante Group: Protection of lives and properties

The Judiciary in Osun State currently comprises the High Court of Justice, the Customary Court of Appeal, the Magistrate Courts, the District Customary Courts, Family Courts and the Customary Courts; all of which are involved in the dispensation of Justice in the State. Closely working in tandem with the Judiciary is the Ministry of Justice which interfaces between the Judiciary and the security agencies in the Administration of Criminal Justice. It is the Ministry of Justice that facilitates the trial of suspects all over the State and the security agencies report directly to the Ministry in most cases. Meanwhile, Osun State House of Assembly also plays critical role through Committee on Justice in the enactment, amendment and repealing of laws.

Osun State Security Network Agency is a new creation by virtue of Section 2 of Osun State Security Network Agency and Amotekun Corps (Establishment) Law signed into law on 13th day of March 2020.

The Agency has mandate amongst others; to collaborate and assist the Police and other security Agencies in gathering information about crime, crime investigation, arrest and prosecution of persons suspected to be involved in kidnappings, terrorism, cattle rustling, cultism, highway robbery and other criminal activities; to collaborate with Police and other Security Agencies in maintaining law and order in the State; to render prompt assistance to crime and accident victims; to undertake routine day and night patrols on interconnected roads and surveillance on highways, major roads, remote areas, hinterland, forests and inland waterways for attainment of the objectives of the Agency; undertake joint operations with Police and other Security Agencies.

The Vigilante Group of Nigeria is a duly registered Organization under the Cooperate Affairs Commission [CAC] in Nigeria to compliment the effort of Nigeria police and all existing security agencies in Nigeria to protect lives and properties.

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

The prison formation at Ile-Ife and Ilesa aids the sector within its limited capacity to transport inmates to and from the various courts spread across the State. The centre for Alternative Dispute Resolution, OfiMediation, is domiciled in the Ministry of Justice and has continued to attend to a large percentage of indigents of the State for amicable dispute resolution through negotiated settlement.

The Office of the Public Defender is also domiciled in the Ministry of Justice and has been of immense help in decongesting the courtsfi dockets through taking up of cases on behalf of indigents.

There are some non-governmental agencies that have been instrumental to the relative progress in the sector. They include the International Federation of Women Lawyers (FIDA), Civil Liberties Organization (CLO), as well as Justice, Development and Peace Makersfi Centre (JDPMC)

and other justice dispensation friendly organizations. These organizations contribute to the Security, Law and Justice Sector by attending to peoplefs interest when their rights are threatened.

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

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

The Security, Law and Justice Sector has been the bedrock of the peaceful coexistence of the citizens of Osun State. It is the awareness of this fact that has given the State Government the impetus to support the sector by improving on the logistics of the various players in the sector.

The State Government has achieved the following in the period under review:

1. Establishment of Osun State Security Network Agency (AMOTEKUN) in year 2020;
2. In year 2021, ten (10) Patrol vehicles were procured each for Joint Task Force (JTF) and AMOTEKUN Corps for the protection of lives and properties of citizens in the State and to reduce crime rate;
3. Appointment of 11 High Court Judges (2019-2021);
4. Creation of additional 6 Judicial Divisions (2019-2021);
5. Creation of additional 4 Magisterial Districts (2019-2021); and
6. Amicable resolution of End SARS in year 2020.

Other agencies like the Nigeria Security and Civil Defence Corps, Department of States Security, etc.

are also receiving the support of the State Government in one way or the other. However, it must be noted that despite the commendable

16.2 Key Challenges

Major challenges militating against the Security, Law and Justice Sector include the following:

- Delay in justice dispensation;
- Weak synergy among the institutions in the Justice sector;
- Obsolete and ineffective legislation;
- Inadequate legal literacy and awareness among the public;
- Inadequate legal framework for correctional and restorative justice;
- Weak synergy between the Security outfits (Nigerian Police Force, NSCDC, AMOTEKUN Corps. Etc.) in the State;
- Absence of comprehensive rehabilitation programme;
- Increasing social Vices within the State;
- Inadequate security gadgets; and
- Prison Congestion.

16.3 Sector Objectives

Over this SDP period, the Security, Law and Justice Sector will seek to:

- improve safety through enhancing effectiveness, transparency and improved security and law institutions by operating according to human rights and the rule of law;
- promote correctional restorative justice and Alternative Dispute Resolution(ADR); and
- ensure fair and speedy dispensation of justice.

16.4 Outcome Deliverables

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

support from the State, the Sector is plagued by numerous shortcomings and have fallen short of the expectations of the people.

- Reduced crime rate in the State.
- Improved Security of human lives and properties.
- Improved rule of law and human rights protection.
- Improved access to Justice.
- Improved judicial system and quick delivery of justice achieved.
- Decongested correctional centres achieved.
- Improved protection of the rights of women, juveniles and vulnerable persons in the State.

16.5 High-Level Strategies

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

- Strengthen and harness MDAs within the sector through design of all-inclusive Security, Law and Justice Sector Architecture;
- Regularly update extant laws through strong collaboration with the State House of Assembly and other stakeholders;
- Increase efficient partnership and coordination among security intelligence agencies within the State;
- Strengthen security within the State by enhancing anticrime efforts;
- Drive security innovation using science and technology tools; and
- Decongest prisons by ensuring speedy dispensation of justice.

TABLE 32: SECTOR-LEVEL RESULTS FRAMEWORK FOR SECURITY, LAW AND JUSTICE

| Outcome | Indicator | Baseline (2021) | Target | | |
|---|---|--------------------|---------------|---------------|---------------|
| | | | 2023- 2030 | 2031- 2040 | 2041- 2050 |
| Reduced crime rate | Crime Rate in the State | 0.66% (2017) | 0.25% | 0.15% | <0.15% |
| Improved Security of Human Lives and properties | Proportion of offences against persons recorded in Osun State | 35.90% (2017) | 20.00% | 10.00% | 5.10% |
| | Proportion of offences against property recorded in Osun State | 58.01% (2017) | 30.60% | 20.50% | 5.40% |
| | Proportion of offences against lawful authority recorded in Osun State | 6.09% (2017) | 3.00% | 2.08% | 1.05% |
| Improved Access to Justice and quick delivery of justice. | Proportion of victims of violence who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms | 40% | 70% | 85% | 100% |
| | Average duration of cases (months) | 30 | 24 | 18 | 12 |
| | Proportion of cases resolved through Alternative Dispute Resolution (ADR) | 31% | 35% | 38% | 40% |
| Decongested correctional centres achieved. | Number of Awaiting Trials at prison | 7,766 (2020) | 2,500 | 900 | 300 |
| | Proportion of Awaiting Trials to overall prison population | 77.71% (2020) | 30% | 20% | 10% |

CHAPTER 17: SOCIAL AND YOUTH DEVELOPMENT SECTOR

17.1 Overview of the Sector



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

The Social and Youth Development Sector comprises two main Ministries and one Department as follows:

- Ministry of Women and Children Affairs: The Ministry has the oversight function for mainstreaming the 2018 Gender Equity and Social Inclusion Policy of Osun State; implementation of Osun State Child's Rights Law (2017), Protection against Domestic Violence Law (2013) and Violence against Person (Prohibitions) Law (2021). The Ministry is also responsible for caring for the physically challenged, Widows, Indigent Women, Orphans and Vulnerable Children (OVC)
- Ministry of Youth and Sports: This Ministry is in charge of all Youth development activities, providing welfare services for physically and mentally challenged persons in the State. And also promotes sporting activities in the State.
- Department of Community Development of Ministry of Rural Development and Community

Affairs: The Department encourages community participation and public sector interventions in government activities at the grassroots level.

In summary, the Social and Youth Development Sector has fulfilled the following mandates:

- Promote socio-economic well-being of the citizenry, by encouraging gender responsive policies, plans and programmes; empowering indigent women and other vulnerable groups through skills acquisition, financial incentives, micro credit, and direct cash transfers among others, to enable the State achieve equity and balanced socio-economic development.
- Stimulate actions to improve women and children's civic, political, cultural, social and economic status.
- Provide a common and mutual understanding of the importance of Youth development among all stakeholders and citizens in Osun State and set guidelines for the delivery of programmes and projects related to Youth Development through cross-sectorial and integrated human right based approach.
- Provide infrastructure in communities and improve town hall facilities for the use of communities in the State.
- Actively participate in grassroots development.

In recent years, the Sector has recorded the following achievements:

- Gender Equity and Social Inclusion Policy has been formulated in the State in 2018.
- The Ministry of Women and Children Affairs now has Gender Desk Officer with a bid to build the technical capacity of the Sector's Staff in Gender mainstreaming and facilitate other sectors technical capacity.
- The Sector has recorded a tangible progress on the implementation of the State GESI Policy. It is believed to affect every aspect of human endeavor, including the policies and laws, in the State.
- Osun has recorded a great reduction in the prevalence of Female Genital Mutilation (FGM)

which was one of the highest in Southwest Nigeria. The statistic will be officially released before the end of 2022

17.2 Key Challenges

- Weak implementation strategy for Gender Equity and Social Inclusion policy, Youth Development Policy and existing laws e.g., Child Rights Law, Protection against Domestic Violence Law, Violence against Person (Prohibitions) Law, the prohibition laws against FGM etc.
- Poor technical knowledge of gender mainstreaming in the sector to support its oversight function for gender mainstreaming across sectors in the State
- Poor synergy between the sector and other sectors on issues of equity, inclusiveness, and social justice, especially as these affect women, children, and other vulnerable groups across the sectors
- Lack of standard and functional infrastructure for training and providing social services.
- Inadequate human resources (Staff).
- Poor compilation, storage and access of relevant data for evidence-based gender planning.
- Low budgetary allocation to the sector tends to hinder many of the poverty reduction and grassroots empowerment programmes.

17.3 Sector Objectives

The objectives of the social and youth development sector over the period of the State development plan (2023-2050) are to:

- improve standard of living among vulnerable groups for their all-round development;
- proffer adequate policy directions and programmes on all matters relating to youth development on education, empowerment, engagement, entrepreneurship, sports and sustainability in Osun State;
- facilitate the process of active participation of private sector in community and grassroots infrastructural development in the State; and
- ensure implementation of Gender Equity and Social Inclusion (GESI) in the State.

17.4 Outcome Deliverables

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

- Increased social inclusiveness and gender parity in Programmes and Projects in the State.
- Improved wellbeing of women, youth, children and vulnerable in the State.
- Improved sporting activities in the State.
- Reduced level of Poverty in the State.
- Reduced youth restiveness and delinquencies in the State.
- Improved community development across the State.
- Harnessing of the talents among the Youth ensured.
- Improved people's living standard.
- Harmonious relationship between Private Partners and Community people created.

17.5 High-Level Strategies

The following strategies will be deployed over the period of the revised SDP (2023-2050) to ameliorate the above listed challenges, achieve the sector objectives and deliver the expected outcomes:

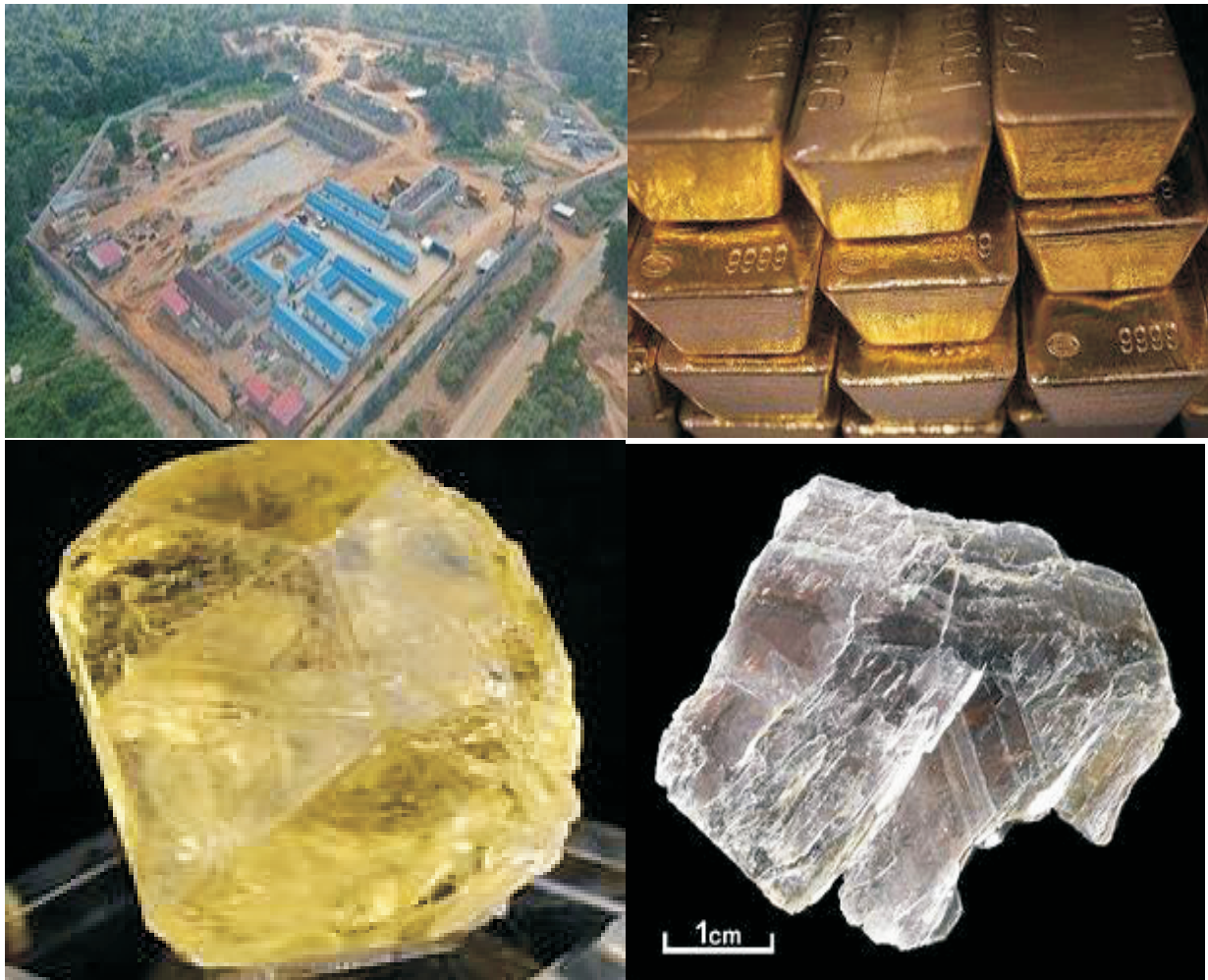
- Facilitate effective implementation of Osun State Gender Equity and Social Inclusion Policy.
- Build the technical capacity of the sector's staff in gender mainstreaming and facilitate other sectors to build their capacity in same
- Adopt the use of sex disaggregated data and gender statistics in the State to support evidence-based planning which aims at reducing gender gaps across sectors.
Enforce the implementation of Osun State Youth Policy for effective youth engagement for all-inclusive development of the State.
- Develop a strategic implementation plan for Protection against Domestic Violence Law, Child Rights Law, and Violence against Person (Prohibitions) Law, State prohibition laws on FGM (collaborating with the judiciary and the law enforcement agents in the State).
- Upgrade of infrastructure for training and social services.
Facilitate the redeployment of relevant personnel to the sector.
- Sensitize and strengthen community-based monitoring.
- Develop strategic empowerment programmes for women, youths and vulnerable groups.

TABLE 33: SECTOR-LEVEL RESULTS FRAMEWORK FOR SOCIAL AND YOUTH DEVELOPMENT

| Outcome | Key Performance Indicator | Baseline 2021 | Target | | |
|---|---|----------------------------------|-----------|-----------|-----------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Increased social inclusive ness and gender parity in Programmes and Projects in the State | Percentage of gender parity and inclusiveness in programmes and projects | 25% | 50% | 75% | 100% |
| | Gender Inequality Index (GII) | 0.849 (UNDP, HDI Report 2016) | 0.400 | 0.20 | <0.20 |
| | Proportion of Women in Programmes and Projects in the State | n/a | 40% | 50% | 50% |
| | Proportion of PLWDs in Programmes and Projects in the State | n/a | 5% | 8% | >8% |
| Improved wellbeing of women, youth, children and vulnerable in the State | Proportion of vulnerable population covered/benefitted from social protection intervention programmes. | 2% | 20% | 50% | >50% |
| | Percentage of PLWDs benefiting from government interventions | n/a | 10% | 25% | 40% |
| Reduced level of poverty in the State | Osun State poverty rate | 8.52% (NBS, 2020) | 5% | 3% | <3% |
| | Number of vulnerable/ indigent people empowered | n/a | 50,000 | 100,000 | >100,000 |
| Reduced youth restiveness and delinquencies in the State. | State's Youth unemployment rate (%) | 59.3% | 30 % | 20% | 5% |
| | Crime rate | 0.66% (Crime Stat. Report, 2017) | 0.25% | 0.15% | <0.15% |
| Harmonious relationship between Private Partners created | Proportion of Corporate Social Responsibility Projects initiated at the community levels across LGAs/LCDAs. | n/a | 20% | 40% | >40% |
| Improved sporting activities in the State | State's rank at National Sports Festival | 11 | 5 | 3 | 2 |

CHAPTER 18: SOLID MINERALS RESOURCES SECTOR

18.1 Overview of the Sector



Osun State is endowed with diverse mineral resources, including gold, lead, zinc, feldspar and quartz, which can be harnessed for its economic development. However, a caveat in the Nigeria constitution has made it an impossible task for the State to optimally harness her natural endowments. According to the Nigerian constitution (1999 as amended) and corroborated by the Nigerian Minerals and Mining Regulations (2011), all solid mineral resources in Nigeria is on the exclusive list of the Nigerian constitution. The items in the exclusive list in the Nigerian Constitution can only be legislated upon by the Federal Government while the States are allowed to make laws on those on the concurrent list.

Nigeria recognizes the importance of the minerals sector and has been undertaking a series of reforms to reinvigorate the minerals industry since

the late 2000s. The operation of Nigeria's only large-scale commercial gold mine has begun in Osun State and the facility started producing gold in 2021. According to the Federal Ministry of Mines and Steel Development, the facility demonstrates the Federal Government's desire to make the mining sector the mainstay of the country's economy. In Osun State, a combination of conventional open-pit and underground methods of mining, involving drilling and blasting, followed by loading and hauling, was proposed for the **Segilola Gold Project**. Major mining fleet will comprise 200tons excavators and 90tons dump trucks. Mining is initially expected to be started in the northern end of the deposit, targeting high-grade deposit.

Osun State Solid Mineral Sector's aim is to invest in the promotion and development of considerable mineral resources in the State and other States of the Federation. The State has acquired several mineral titles across the State in particular and the country in general. The primary mining properties of the State were acquired from the Bureau of Public Enterprises, a Privatization and Public Auction arm of the Federal Government of Nigeria. The sector is to become a leading mining

organization through working with strategic partners for the development and management of our mineral resources/assets and the realization of economic values from these assets for stakeholders in a socially and ethically responsible manners.

The under listed are the 3 categories of licenses acquired by Osun State in the area of Mining Lease (ML), Quarry Lease (QL), and Exploration Licenses as grouped below:

TABLE 34: (A): MINING LEASES (ML)

| S/N | TITLE NUMBER | MINERAL | NO. OF CADASTRE UNITS (CU) | AREA (KM ²) | LOCATION |
|-----|--------------|---------|----------------------------|-------------------------|-------------------------|
| 1. | ML 07 | GOLD | 55 | 11 | ITAGUNDISI - OSUN STATE |
| 2. | ML 22 | GOLD | 107 | 21.4 | IGUN - OSUN STATE |
| 3. | ML 57 | GOLD | 71 | 14.2 | IREGUN - OSUN STATE |

Table 34 (b): QUARRY LEASES

| S/N | TITLE NUMBER | MINERAL | NO. OF CADASTRE UNITS (CU) | AREA (KM ²) | LOCATION |
|-----|--------------|-------------------|----------------------------|-------------------------|--------------------|
| 1. | QL 29 | QUARTZ & FELDSPAR | 3 | 0.6 | OKEHI - KOGI STATE |
| 2. | QL 29 | QUARTZ & FELDSPAR | 6 | 1.2 | OKEHI - KOGI STATE |
| 3 | QL 30 | QUARTZ & FELDSPAR | 7 | 1.7 | OSARA - KOGI STATE |
| 4. | QL 32 | QUARTZ & FELDSPAR | 34 | 8.5 | OKEHI - KOGI STATE |

Table 34 (c): EXPLORATION LICENSES

| S/N | TITLE NUMBER | MINERAL | NO. OF CADASTRE UNITS (CU) | AREA (KM ²) | LOCATION |
|-----|--------------|-------------------|----------------------------|-------------------------|-----------------------------|
| 1. | EL 1914 | GOLD | 752 | 114.4 | OBOKUN, OSUN STATE |
| 2. | EL 1915 | GOLD | 960 | 192 | ATAKUMOSA WEST - OSUN STATE |
| 3 | EL 1916 | GOLD | 960 | 192 | ATAKUMOSA EAST - OSUN STATE |
| 4. | EL 1917 | GOLD | 960 | 192 | SHIRORO - NIGER STATE |
| 5. | EL 1921 | GOLD | 917 | 183.4 | SHIRORO - NIGER STATE |
| 6. | EL 1922 | GOLD | 816 | 163.4 | BIRNI GWARI - KADURA |
| 7. | EL 1920 | GOLD | 927 | 185.4 | BIRNI GWARI - KADUNA |
| 8. | EL 1918 | QUARTZ & FESDSPAR | 1000 | 200 | OKEHI - KOGI STATE |
| 9. | EL 1919 | LEAD & ZINC | 956 | 191.2 | IZZI - EBOYIN |
| 10. | EL 1923 | LEAD & ZINC | 762 | 152.4 | IZZI - EBOYIN |

18.2 Key Challenges

The following are the challenges faced in the sector, which are to be addressed by the objectives set and strategies developed for this sector:

- Inadequate working professionals (staff) and local technical expertise.
- Land degradation and pollution of water bodies.
- Lack of modern communication & geotechnical equipment for effective monitoring.
- Consequential insecurity of mining activities in the State.
- Lack of availability of Geological Data for effective planning.
- Weak compliance and enforcement of the existing regulatory frameworks.
- Low technology utilization owing to limited access to expensive machinery and equipment, especially among small mining operators.
- Illicit trade, smuggling and prevalence of illegal mining activities.
- Weak infrastructure in often remote mining areas, creating a burden on investors.
- Inadequate loan facilities and public and private partnerships restraining access to capital.
- Non-existent minerals resource revenue management system.

18.3 Sector Objectives

Over the SDP period of 2023-2050, the Solid Mineral Sector will pursue the following objectives:

- (i) To promote awareness about conservation, systematic and scientific development of mineral deposits and protection of environment including restoration and rehabilitation of mined out areas;

- (ii) To Modernize and Industrialize mining activities in the State; and
- (iii) To collect, collate and maintain database on exploration, prospecting, mines and Minerals.

18.4 Outcome Deliverables

- Reduced incidence of illegal mining.
- Ensured industrialization of mining activities
- Reduced incidence of pollution through mining activities.
- Improved monitoring of mining activities in the State.
- Reduced degradation of the environment.
- Increased employment opportunities.
- Mining database developed.

18.5 High-Level Strategies

The following strategies are to be deployed to attain the stated sector objectives and deliver the expected outcomes:

- Discourage illegal mining activities.
- Promote proper disposal of wastes from legal mining activities.
- Effective monitoring through modern technology.
- Encourage massive reclamation of excavated portion of land and burrowed pits.
- Encourage community participation in legal mining activities.
- Adopt an inclusive strategy that will improve the socio-economic and environmental sustainability of host mining communities.
- Promote access to finance to develop value-added products.
- Enhance local production and job creation.
- Invest in Research & Development and skills development to enhance greater local knowledge generation.

TABLE 35: SECTOR-LEVEL RESULTS FRAMEWORK FOR SOLID MINERALS RESOURCES

| Outcome | Key Performance Indicator | Baseline 2021 | Target | | |
|--|--|---------------|-------------|--------------|--------------|
| | | | 2023-2030 | 2031-2040 | 2041-2050 |
| Reduced incidence of illegal mining | Number of illegal mining sites in the State. | 50 | 10 | 5 | 0 |
| | Number of legal mining sites in the State. | 25 | 50 | 140 | 250 |
| | Number of registered artisanal miners in the State. | n/a | 10,000 | 15,000 | 20,000 |
| Reduced incidence of pollution through mining activities | Number of incidences of pollution through mining activities recorded | 35 | 10 | 5 | 0 |
| | Number of professional miners operating in the State. | 55 | 100 | 150 | 250 |
| Improved monitoring of mining activities in the State | Revenue generated by the State from mining activities. | No data | ₦70 billion | ₦100 billion | ₦130 billion |
| | Contribution of mining activities to the State's GDP. | 0.42% (2019) | 20% | 35% | 50% |
| Reduced degradation of the environment | Number of Mining sites degraded by mining activities | 75 | 10 | 6 | 2 |
| | Area of land reclaimed after mining activities. (Hectres) | 0 | 55 | 100 | 150 |
| Increased employment opportunities | Number of employments in the mining sector. | n/a | 2,000 | 10,000 | 30,000 |
| | Number of mining subsidiary firms/mining enterprises established in the State. | n/a | 15 | 30 | 45 |
| Mining database developed | % of Mining Sites with full data gathered | n/a | 25 | 60 | 100 |

CHAPTER 19: WATER AND SANITATION SECTOR

19.1 Overview of the Sector



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

Key actors in the Water and Sanitation Sector of the State and summaries of their functions are as follows:

- Ministry of Water Resources and Energy (MWRE): Responsible for the formulation of water resources policies and other oversight functions.
- Osun State Water Corporation (OSWC): Manages and operates systems for potable water service delivery in urban areas within the coverage of major water supply schemes and collects revenue from consumers.
- Small Towns Water Supply and Sanitation Agency (STOWASSA): Manages and operates systems for potable water service delivery, sustainable sanitation and hygiene to small town dwellers in accordance with Standard Organization of Nigeria (SON) requirements and collection of revenue at semi-urban areas.
- Rural Water Supply, Environment and Sanitation Agency (RUWESA): Controls and

supervises the sinking of boreholes by individuals and corporate bodies, as well as design, construct, rehabilitate, improve, maintain and support the State rural water supply and sanitation programme.

- Osun State Water Regulatory Commission (OSWRC): ensures quality and sustainable service delivery in the Water and Sanitation Sector, generation of revenue by issuing of licenses and permit to all water service providers as well as assessment of water and waste water in the State.

Safe water coverage in Osun State was estimated at about 48.5% in 2015 according to a survey report (Ayo Franklin, 2015) by the Federal Ministry of Water Resources; although only 38.5 per cent have access to water within their houses. Efforts will be made during the implementation of this SDP to improve on this coverage rate. Some success stories in the sector include: The enactment of a Water and Sanitation Sector Law in 2015; development of a water policy and monitoring and evaluation framework and their implementation guidelines; as well as the eradication of open defecation in most parts of the State. Other Success Stories recorded in the Sector are:

1. Full implementation of the State Water Sector law, 2015 with the Establishment of two new Agencies in February 2020:
 - i. Small Towns Water Supply and Sanitation Agency; and
 - ii. Osun State Water Regulatory Commission.
2. Complete rehabilitation of Mini Water Schemes at Okuku, Igbaye, Eko-Ende/Inisha, Araromi-Owu, and Orile-Owu.
3. Improved potable water supply to Ikirun, Iragbiji, Ile-Ife, Ode-Omu, and Gbongan.
4. Attainment of Open Defecation Free (ODF) status in Ifedayo LGA.

19.2 Key Challenges

- Inadequate professional manpower.
- Most of the structures (i.e. water works and pipeline networks) are old and have outlived their usefulness.
- Most of the dams are silted up; storage capacities of the dams are reducing daily and

it is very difficult to establish their borderlines.

- None autonomy of the principal water supply agency; Osun State Water Corporation operates as a government agency; it is not autonomous and not free from political interference
- Poor electricity supply.
- Non-payment of water bills arising from the perception of water as a social service.
- Frequent damage of distribution pipelines by the Ministry of Works, Local Government Councils, Communities and Ministry of Environment during road construction, dredging of streams, and beautification exercises.
- Indiscriminate illegal connections to the service lines by unrecognized/unlicensed plumbing contractors.
- Tampering with meters to avoid accurate billing.
- High cost of diesel to run generators.
- Over-reliance on public funds in the operation of the water agencies.
- Inadequate Monitoring and Evaluation system.
- Shortage of critical equipment and tools (e.g. rigs, compressors, and equipment for collection and disposal of waste, etc).
- Weak enforcement of extant laws and regulations.
- Inadequate functional modern laboratory.
- Inadequate functional water schemes.
- Theft and vandalization of water facilities.
- Inadequate sensitization on water policy/law and programmes.

19.3 Sector Objectives

The Water and Sanitation sector's contribution to this revised SDP will be guided by the following principles:

- priority to basic services;
- community participation;
- cost recovery and financial sustainability;
- effective private sector participation;
- operational efficiency and strengthening of accountability; emphasis on sanitation and hygiene;

- protection of the interests of women, children, disabled, and other vulnerable groups;
- protection of the environment and water resources;
- effective capacity building;
- regional integration;
- and optimum contribution to the achievement of global objectives on water and sanitation as enumerated in the sustainable development goals.

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

1. To increase access and improve the provision of reliable, clean, and affordable water supply;
2. To increase access to basic sanitation, improved wastewater systems and hygiene practice; and
3. To improve watershed management and effectiveness of flood mitigation measures.

19.4 Outcome Deliverables

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

- Increased population using safely managed water services.
- Reduced Water-borne related diseases.

- Decreased in communities practicing open defecation.
- Increased percentage of communities with basic hand washing facilities utilizing soap and water.
- Increased proportion of total water resources used for diverse purposes.
- Increased sanitation coverage for individuals, schools, health facilities and other public institutions.

19.5 High-Level Strategies

The main goal of the water and sanitation sector is to address poor access of citizens to potable water supply and basic sanitation. The strategies to be deployed to achieve this by 2032 are as follows:

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

TABLE 36: SECTOR-LEVEL RESULTS FRAMEWORK FOR WATER AND SANITATION

| Outcome | Indicator | Baseline 2021 | Target | | |
|--|---|------------------|-----------------------|-----------------------|------------------|
| | | | 2023- 2030 | 2031- 2040 | 2041-2050 |
| Increased population using safely managed water services | Percentage of population using safely managed water services | 27% | 70% | 85% | 100% |
| Reduced Water-borne related diseases | Proportion of water borne related diseases treated in the State | n/a | 5% | 2% | 0% |
| Decreased in communities practicing Open Defecation | Number of LGAs declared ODF compliant | 1 | 14 | 23 | 30 |
| Increased percentage of communities with basic hand washing facilities utilizing soap and water. | % of communities with basic hand washing facilities utilizing soap and water. | 21.5% | 70% | 80% | 90% |
| Increased percentage of total water resources used for diverse purposes | Volume of treated water supplied (million m ³) | 6.68 | 13.3 | 20.0 | 30.0 |
| | Volume of untreated water supplied (million m ³) | 1.19 | 2.5 | 4.0 | 5.5 |
| Reduced Water pollutants. | Number of the incidence of water pollution recorded. | 1 | 10 | 5 | 0 |

PART THREE

FINANCING THE PLAN

PLAN IMPLEMENTATION

IMPLEMENTATION MONITORING AND EVALUATION

CHAPTER 20: FINANCING THE PLAN

20.1 Introduction

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

This SDP has not been costed because the specifics of the programmes and projects that will be implemented are not yet known. Such specifics will emerge from the medium-term sector strategies to be developed by the sectors for the implementation of the Plan. The MTSS will articulate the programmes and projects to be implemented by the respective sectors and their estimated costs over the first three years of the SDP (2023 - 2025). The sum of the costs over all the 16 sectors of the state economy will give an estimate of the cost of the Plan over the first three years.

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

20.2 Fiscal Policy Direction of the State

As a sub-national government in a federating unit, the overall fiscal policy direction of the federal government has serious implications for the state's fiscal policy direction. In this wise, the state's budgetary estimates are based on many variables that are outside its control. Such variables include transfers from the federation account; share of value added tax; expected growth in the national GDP; exchange rate; level of crude oil productions and prices of crude oil per barrel. Osun State's strategic fiscal policy direction, within the constraints imposed by the Federal System, can be summarized as follows: broadening the state's revenue base to increase

the internally generated revenue; reducing the cost of governance; strengthening fiscal discipline, transparency and accountability in public financial management; and strengthening human and organizational capacity to manage the state's resources.

Broadening the revenue base is central to all these goals. This is critical, especially due to the reduced revenue inflow from the federal government and the likelihood that this will remain so going forward. In recent times, the average contribution of the state's IGR to the financing of its programmes is 20 per cent. The state's GDP is estimated at around \$7.4 billion while the average proportion of IGR to GDP was 1.1 % which is far below threshold of 15% recommended by UN. Thus, it is strongly believed that the state has significant capacity to increase its IGR. This will necessitate developing and implementing effective fiscal reforms, especially in the area of revenue drive.

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

- Granting of administrative autonomy to the state internal revenue board, which has led to the following: a new management structure; development and implementation of a standard operating manual (SOM); enhanced internal control; increased number of business offices; and generation of timely management reports
- Review and amendment of various revenue laws;
- Creating of Finance and Revenue Mobilization, Solid Mineral Resources and Culture & Tourism Sectors;
- Strong collaboration amongst revenue collecting MDAs;
- Aggressive debt recovery across all revenue generating MDAs;
- Adoption of harmonized demand notices;
- Designation of all civil servants, public officers and political office holders as revenue marshals, with monthly revenue targets; and
- Tax payers' engagement and enlightenment.

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

- Development and launching of Osun State Strategy for Revenue Growth Initiatives(OSSRGIs);
- Needs to encourage investment in Solid mineral development in the State because of its potential contributions to revenue generation;
- Critical review of transportation sector and other ungoverned spaces (informal sectors);
- Needs to commercialize Culture and Tourism by partnering with Private Sector practitioners for optimal contribution of the Sector to the State's GDP;
- Needs to compute the State's GDP to assist government in understanding the structure of the State's economy for optimal revenue generation planning and actual collection;

- Creating investment opportunities and deliberate policy engagements and incentives; and
- Promote PPP for programme funding.

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

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

20.3 Costing Of the Plan: The ISDGS Approach

The Integrated Sustainable Development Goals (ISDGs) model is adopted for costing of the Plan due to its flexibility in generating State-specific development scenarios to showcase the implications of policy or strategic action on a State's progress towards achieving the Sustainable Development Goals (SDGs). The ISDGs model is basically designed to support the policy or strategic process through:

- ❖ assessing current performance and needs;
- ❖ exploring alternative development paths;
- ❖ establishing policy coherence; and
- ❖ facilitating stakeholders' involvement.

The system dynamic approach helps policy actors to create and visualize their understanding of the

workings of their system (economy, sector, etc.) and make various projections on the likely pathways given the proposed actions from plans and policies. The ultimate goal is to be able to influence results in the desired direction and take action(s) ahead of time to avert policy failure.

The model eventually created platform for the ease of managing cross cutting and overlapping development issues based on the peculiarity of the State in terms of its multi sectoral structure of the Plan. The sectors interact with one another dynamically through a complex network of feedback loops as shown in the ISDG Sector classification table below.

TABLE 37: ISDG SECTOR CLASSIFICATION

| SOCIAL | ECONOMY | ENVIRONMENT |
|---------------------|---------------------|------------------------|
| Population | Agriculture | Land |
| Fertility | Industry | Soil |
| Mortality | Services | Water Withdrawal |
| Education | GDP | Water Supply |
| Health | Investment | Energy Consumption |
| Infrastructure | Households | Electricity Generation |
| Vehicles | Government | Primary Energy Supply |
| Employment | Governance | Material Consumption |
| Income Distribution | Finance | Emissions and Waste |
| Poverty | Balance of Payments | Biodiversity |

Engender System Dynamics as a Continuous Activity for MTSSs:

Osun State has an annual process of updating its Medium-Term Sector Strategies (MTSSs) to reflect current realities and to better respond to expectations of the near-term future. The ISDG model and costing has the potential to significantly support this process by providing insights into the

impact of various of executed programmes (historical) and the impact of proposed programmes. Therefore, it becomes imperative that both the Policy actors and the Sector Planning Teams (SPTs) have a good understanding and workability of the ISDG approach that is suited to their specific sector's requirements.

20.4 Revenue and Expenditure Projections (Results of MTEF)

A Medium-Term Expenditure Framework (MTEF) has been prepared to estimate the resources available to the state government for the implementation of this SDP. The estimates cover revenue inflow from the federal government

(including statutory allocation, value added tax and excess crude share); and IGR, which includes capital receipt. Table 9 presents the fiscal plan for the implementation of the SDP over the medium-term period of 2023 - 2025.

TABLE 38: FISCAL PLAN FOR THE SDP IN THE MEDIUM TERM 2023 - 2025

| Item | | 2023 | 2024 | 2025 |
|--|-----------------------|-------------------|-------------------|-------------------|
| Recurrent revenue (Naira) | | | | |
| | Statutory Allocation | 46,093,889,512 | 46,280,396,269 | 47,002,720,330 |
| | VAT | 14,153,214,038 | 14,992,794,221 | 15,130,339,209 |
| | Share of Excess Crude | 2,000,000,000 | 2,040,000,000 | 2,100,000,000 |
| | Aids and Grants | 15,532,557,800.00 | 17,433,587,800 | 18,405,600,445 |
| | IGR | 49,500,121,350.00 | 49,900,000,000 | |
| Recurrent Expenditure (Naira) | | | | |
| | Personnel | 45,536,172,130.00 | 46,492,431,744.78 | 55,599,666,170.73 |
| | Overhead | 27,372,112,354.20 | 27,165,086,450.49 | 37,750,503,524.42 |
| | CRFC | | | |
| Transfer to Capital Development Fund (Naira) | | 9,071,722,500 | 14,334,629,145 | 15,718,451,827 |
| Capital Expenditure Ceilings (Naira) | | 39,888,247,700 | 48,505,001,547.99 | 48,703,550,441.70 |
| | Drawdown on CRF | | | |
| | Domestic Loan | 21,178,973,015.8 | 22,455,467,712.28 | 22,055,467,712.28 |
| | Foreign Loan | 2,376,000,000 | 2,376,000,000 | 2,376,000,000 |

20.5 Sectors' Resource Allocation

The economy of Osun State is divided into 16 sectors. Following the estimation of the revenue accruable to the State Government for the medium- term period of 2023 - 2025, indicative budget ceilings (capital and recurrent) were given to the respective sectors for each year. The ceilings were based on government priorities and available funds. Tables 39 to 41 present the resource allocations by sector for the years 2023 to 2025 respectively.

TABLE 39: ALLOCATION OF RESOURCES BY SECTOR, 2023

| SN | Sector | Share of 2023 Total Revenue (%) | Indicative Budget Ceiling (Naira) | | | |
|----|---|---------------------------------|-----------------------------------|-------------------|-------------------|-------------------|
| | | | Overhead | Personnel | Capital | Total |
| 1 | Agriculture and Food Security | 2.59% | 115,308,110.00 | 559,979,510.00 | 4,344,687,440.00 | 5,019,975,060.00 |
| 2 | Commerce and Industry | 0.58% | 326,200,040.00 | 169,218,990.00 | 969,628,510.00 | 1,465,047,540.00 |
| 3 | Culture and Tourism | 0.19% | 339,479,110.00 | 244,721,570.00 | 221,575,170.00 | 805,775,850.00 |
| 4 | Economic Planning, Budget and Development | 0.12% | 398,260,000.00 | 187,558,010.00 | 209,605,200.00 | 795,423,210.00 |
| 5 | Education | 13.56% | 4,514,712,270.00 | 13,961,467,390.00 | 12,523,301,160.00 | 30,999,480,820.00 |
| 6 | Environment | 0.69% | 297,515,040.00 | 390,631,390.00 | 638,876,680.00 | 1,327,023,110.00 |
| 7 | Finance and Revenue Mobilization | 66.85% | 29,633,523,070.00 | 1,481,132,970.00 | 583,922,210.00 | 31,698,578,250.00 |
| 8 | Governance and Administration | 0.68% | 8,563,489,750.00 | 2,376,543,830.00 | 2,532,654,000.00 | 13,472,687,580.00 |
| 9 | Health | 5.87% | 4,099,152,040.00 | 10,291,003,880.00 | 3,367,374,700.00 | 17,757,530,620.00 |
| 10 | Human Capital Development | 0.33% | 789,281,190.00 | 9,524,872,710.00 | 336,778,690.00 | 10,650,932,590.00 |
| 11 | Information, Communication and Media | 0.23% | 141,545,490.00 | 315,713,500.00 | 169,664,900.00 | 626,923,890.00 |
| 12 | Infrastructure | 6.40% | 612,363,730.00 | 984,516,270.00 | 10,696,528,780.00 | 12,293,408,780.00 |
| 13 | Security, Law and Justice | 0.19% | 714,805,530.00 | 1,907,269,590.00 | 292,805,700.00 | 2,914,880,820.00 |
| 14 | Social and Youth Development | 0.38% | 240,350,000.00 | 2,506,134,520.00 | 394,813,500.00 | 3,141,298,020.00 |
| 15 | Solid Minerals Resources | 0.07% | 8,000,000.00 | 19,069,540.00 | 333,825,330.00 | 360,894,870.00 |
| 16 | Water and Sanitation | 1.27% | 133,100,000.00 | 616,338,460.00 | 2,272,205,730.00 | 3,021,644,190.00 |

TABLE 40: ALLOCATION OF RESOURCES BY SECTOR, 2024

| S/N | Sector | Share of 2024 Total Revenue (%) | Indicative Budget Ceiling (Naira) | | | |
|-----|---|---------------------------------|-----------------------------------|-------------------|-------------------|-------------------|
| | | | Overhead | Personnel | Capital | Total |
| 1 | Agriculture and Food Security | 2.55% | 117,729,580.31 | 571,739,079.71 | 5,300,518,676.80 | 5,989,987,336.82 |
| 2 | Commerce and Industry | 0.57% | 333,050,240.84 | 172,772,588.79 | 1,182,946,782.20 | 1,688,769,611.83 |
| 3 | Culture and Tourism | 0.18% | 346,608,171.31 | 249,860,722.97 | 250,379,942.10 | 846,848,836.38 |
| 4 | Economic Planning, Budget and Development | 0.12% | 406,623,460.00 | 191,496,728.21 | 255,718,344.00 | 853,838,532.21 |
| 5 | Education | 13.34% | 4,609,521,227.67 | 14,254,658,205.19 | 15,278,427,415.20 | 34,142,606,848.06 |
| 6 | Environment | 0.68% | 303,762,855.84 | 398,834,649.19 | 779,429,549.60 | 1,482,027,054.63 |
| 7 | Finance and Revenue Mobilization | 67.37% | 30,255,827,054.47 | 1,512,236,762.37 | 729,902,762.50 | 32,497,966,579.34 |
| 8 | Governance and Administration | 0.56% | 8,743,323,034.75 | 2,426,451,250.43 | 2,585,839,734.00 | 13,755,614,019.18 |
| 9 | Health | 5.77% | 4,185,234,232.84 | 10,507,114,961.48 | 4,108,197,134.00 | 18,800,546,328.32 |
| 10 | Human Capital Development | 0.27% | 805,856,094.99 | 9,724,895,036.91 | 343,851,042.49 | 10,874,602,174.39 |
| 11 | Information, Communication and Media | 0.23% | 144,517,945.29 | 322,343,483.50 | 212,081,125.00 | 678,942,553.79 |
| 12 | Infrastructure | 6.45% | 625,223,368.33 | 1,005,191,111.67 | 13,370,660,975.00 | 15,001,075,455.00 |
| 13 | Security, Law and Justice | 0.19% | 729,816,446.13 | 1,947,322,251.39 | 366,007,125.00 | 3,043,145,822.52 |
| 14 | Social and Youth Development | 0.38% | 245,397,350.00 | 2,558,763,344.92 | 493,516,875.00 | 3,297,677,569.92 |
| 15 | Solid Minerals Resources | 0.07% | 8,168,000.00 | 19,470,000.34 | 407,266,902.60 | 434,904,902.94 |
| 16 | Water and Sanitation | 1.28% | 135,895,100.00 | 629,281,567.66 | 2,840,257,162.50 | 3,605,433,830.16 |

TABLE 41: ALLOCATION OF RESOURCES BY SECTOR, 2025

| S/N | Sector | Share of 2025 Total Revenue (%) | Indicative Budget Ceiling (Naira) | | | |
|-----|---|---------------------------------|-----------------------------------|-------------------|-------------------|-------------------|
| | | | Personnel | Overhead | Capital | Total |
| 1 | Agriculture and Food Security | 2.59% | 683,734,981.71 | 140,791,202.31 | 5,304,863,364.24 | 6,129,389,548.26 |
| 2 | Commerce and Industry | 0.58% | 206,616,386.79 | 398,290,248.84 | 1,183,916,410.71 | 1,788,823,046.34 |
| 3 | Culture and Tourism | 0.19% | 298,805,036.97 | 414,503,993.31 | 270,543,282.57 | 983,852,312.85 |
| 4 | Economic Planning, Budget and Development | 0.12% | 229,008,330.21 | 486,275,460.00 | 255,927,949.20 | 971,211,739.41 |
| 5 | Education | 13.56% | 17,046,951,683.19 | 5,512,463,681.67 | 15,290,950,716.36 | 37,850,366,081.22 |
| 6 | Environment | 0.69% | 476,960,927.19 | 363,265,863.84 | 780,068,426.28 | 1,620,295,217.31 |
| 7 | Finance and Revenue Mobilization | 66.85% | 1,808,463,356.37 | 36,182,531,668.47 | 712,969,018.41 | 38,703,964,043.25 |
| 8 | Governance and Administration | 0.68% | 2,901,760,016.43 | 10,456,020,984.75 | 3,092,370,534.00 | 16,450,151,535.18 |
| 9 | Health | 5.87% | 12,565,315,737.48 | 5,005,064,640.84 | 4,111,564,508.70 | 21,681,944,887.02 |
| 10 | Human Capital Development | 0.33% | 11,629,869,578.91 | 963,712,332.99 | 411,206,780.49 | 13,004,788,692.39 |
| 11 | Information, Communication and Media | 0.23% | 385,486,183.50 | 172,827,043.29 | 207,160,842.90 | 765,474,069.69 |
| 12 | Infrastructure | 6.40% | 1,202,094,365.67 | 747,696,114.33 | 13,060,461,640.38 | 15,010,252,120.38 |
| 13 | Security, Law and Justice | 0.19% | 2,328,776,169.39 | 872,777,552.13 | 357,515,759.70 | 3,559,069,481.22 |
| 14 | Social and Youth Development | 0.38% | 3,059,990,248.92 | 293,467,350.00 | 482,067,283.50 | 3,835,524,882.42 |
| 15 | Solid Minerals Resources | 0.07% | 23,283,908.34 | 9,768,000.00 | 407,600,727.93 | 440,652,636.27 |
| 16 | Water and Sanitation | 1.27% | 752,549,259.66 | 162,515,100.00 | 2,774,363,196.33 | 3,689,427,555.99 |

20.6 Financing Options

The aims of the financing plan are to:

- identify various funding sources for the Plan and map out strategies to ensure that the expected funds are realized;
- ensure that adequate finance is available for implementing the Plan; and
- achieve a revenue to GDP ratio of no less than 15 per cent.

The State has three options for financing its development Plan. The first is to remain strictly within the resources available to the state from all sources. The second option is to augment the available state resources with loans and other option is co-financing (i.e. Public-Private-Partnerships).

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

20.7 Expected Role of the Private Sector

The role of the private sector in promoting economic growth and reducing poverty in a society

cannot be over emphasized. The private sector is a key stakeholder in economic development; it being a major contributor to the national income and a principal job creator and employer.

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

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

- Joint operation and management of Osun Materials Engineering Laboratory
- Ikeji Ile-Ijesha Small Hydro Power Development
- Development of Dry Port

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

20.8 Expected Role of Development Partners

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

It is hoped that this SDP will enable development partners to correctly identify the priorities of the state government and where the state desperately needs support. For instance, this review of SDP was championed by UNDP and the organization has also intervened in some many areas in the State such as strengthening of security architecture of

the State, Psycho-social and economic support for the victims of violence, etc. The World Bank's State and Local Government Reform (SLOGOR) programme also provided support to the state in the area of financial administration reform at both the state and local government levels. Other development partners have been playing various important roles in the socio-economic development of the state. Examples include the World Bank, European Union, UNICEF, African Development Bank, French Development Agency, DFID-ARC now FCDO-PERL and Islamic Development Bank. Appendix 11. Presents a list of

the development partners operating in the state and their respective areas of intervention.

The State, while not precluding other sectors, will appreciate the support of development partners in

the health, education, water and agriculture sectors. The MTSSs of the respective sectors will provide details of the potential areas of intervention.

20.9 Public Financial Management Strategies

Various aspects of the State's Public Financial Management (PFM) practices require strengthening of the reforms to ensure their effectiveness. Such aspects include budgeting, procurement and

financial reporting. Implementing effective reforms in these areas will be accorded priority during the implementation of this SDP. The reform is one area where the support of development partners will be required.

CHAPTER 21: PLAN IMPLEMENTATION

21.1 Introduction

The state governor observed in his foreword that “To deliver on the laudable initiatives contained in the Plan, concerted efforts and commitment of all stakeholders are required. I implore the public service, Development Partners, Organized Private Sector and other stakeholders to key into and support the successful execution of the Plan”. The preparation of the Plan is one thing, but its implementation is by far a bigger issue. According to Peter F. Drucker¹¹, who said that “Plans are only good intentions unless they immediately degenerate into hard work”. Enormous financial and manpower resources have gone into the revising of this SDP. Though, the Plan summarizes key elements that will facilitate implementation, building on lessons from previous efforts but if the investment is not to go to waste, the state needs to rededicate itself and be committed to the effective and efficient implementation of the Plan.

This chapter discusses the strategic approach to implementing this State Development Plan. The chapter describes the institutional frameworks for implementation of the Plan; the manpower

development strategy to ensure adequate human resources for the implementation; the Plan - MTSS - budget linkage; the application of results-based individual performance management and the way to optimise private sector participation and support of development partners during the implementation of the Plan. These are referred to as the critical success factors of the Plan as discussed in Section 3.6 of this document.

21.2 Institutional Framework for Plan Implementation

A participatory approach will be adopted in the implementation of this SDP. However, effective and successful implementation of the Plan requires strong institutional support that promotes performance and accountability. The institutions whose roles are critical to the successful implementation of the Plan and the specific roles which the respective institutions are expected to play are summarized in Table 40.

TABLE 42: INSTITUTIONAL FRAMEWORK FOR IMPLEMENTATION OF THE PLAN

| Institutions | Expected Roles and Responsibilities |
|--|---|
| State Executive Council (The highest political authority must be strongly committed to the implementation of the plan; such commitment must filter down to all levels of the government) | <ul style="list-style-type: none"> • Approve the Plan and set its implementation in motion. • Ensure timely release of resources for the implementation. • Give directive for revision of the plan when necessary. • Monitor the implementation of the Plan to ensure achievement of the Stated goals and the delivery of the expected outcomes as well as ensuring that the plan is on course. <p>Ensure that the annual budgets derive from the State development plan; through the medium-term sector strategies.</p> <ul style="list-style-type: none"> • Ensure effective enforcement of all laws relating to the implementation of the SDP and enact new required ones. • Ensure enforcement of the implementation of the SDP. • Ensure timely development, approval and implementation of all necessary policies that are needed for the implementation of the SDP (e.g., gender policy). • Ensure timely release of counterpart funds for the implementation. • Ensure effectiveness of the regulatory framework for the implementation of the SDP. • Create a delivery unit within the Economic Planning Department to champion the implementation of critical programmes in the SDP. • Ensure the establishment of PRS departments in relevant MDAs and M&E in all MDAs. |
| State House of Assembly | <ul style="list-style-type: none"> • Timely approval of the MTEF by the State House of Assembly (SHoA). • Timely passage of appropriation bills. • Ensures timely enactment and revision of all laws relating to implementation of the Plan. |
| Judiciary | <ul style="list-style-type: none"> • Timely and professional clarification of any area of conflict in the laws passed by the SHoA during the process of implementation of the SDP. • Ensure effective enforcement of all orders or judgments relating to the implementation of SDP. • Expeditious consideration of every litigation or matter pertaining to implementation of the SDP. |
| Local Government Areas (LGAs) | <ul style="list-style-type: none"> • Local governments should develop their own plans in line with the SDP. • Support the implementation of the SDP as it affects the local government areas. • Monitoring and supervision of the SDP implementation at the local government level and providing feedback. • Mobilizing and coordinating communities through CDCs and CDAs |

| Institutions | Expected Roles and Responsibilities |
|---|--|
| | <p>towards effective implementation of the SDP.</p> <ul style="list-style-type: none"> • Support the implementation of the SDP in terms of information dissemination; especially at the grassroots • Timely release of counterpart funds for the implementation of the SDP. |
| <p>Communities (Adopt a participatory model in engaging communities in the implementation of the SDP)</p> | <ul style="list-style-type: none"> • CDCs and CDAs to monitor the implementation of the SDP and provide feedback. • Ensure effective mobilization of the populace to promote ownership and maintenance of the projects in their communities. • Sensitize the community to discharge their civic responsibility to the government, especially regarding tax payment. |
| <p>Civil Society Organization</p> | <ul style="list-style-type: none"> • Advocacy, education, and sensitization of communities on implementation of the SDP. • Mobilization of communities for the implementation. • Monitoring communities' opinions about the implementation of the Plan and providing feedback. • Monitoring of implementation of the SDP and providing feedback. |
| <p>Economic Planning Department/ Delivery Unit</p> | <ul style="list-style-type: none"> • Monitor effective implementation of critical programmes in the SDP (such programmes will be designated before the commencement of the implementation). • To facilitate the removal of brick walls in the implementation of critical programmes in the SDP. • To coordinate the sectors Plan Implementation Committees (SPIC). |
| <p>Sectors Plan Implementation Committees (SPICs)</p> | <ul style="list-style-type: none"> • Oversee the implement of the SDP as it affects their respective sectors. • Provide feedback to the Economic Planning Department/Delivery unit. • Undertake any revision of the Plan as may be necessary as it affects their respective sectors. |
| <p>MEPBD's M&E Department (To be strengthened and equipped with the required resources for its effectiveness; M&E to be institutionalized across the State)</p> | <ul style="list-style-type: none"> • Oversee the monitoring and evaluation of the SDP as well as implementation monitoring and evaluation for results in the State. • Coordinate M&E activities in the State, including coordinating the monitoring and evaluation at sector level. • Report feedback to the Economic Planning Department/Delivery unit. • Establish and manage State M&E database for dissemination of M&E information and to capture user-feedback. • Collate data, analyze, process and share. • Contribute to the preparation of the Government's Annual Sector Performance Report with data and evidence on progress towards State Development Plan's objectives. |

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

21.3 Manpower Development Strategy

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

Figure 13 summarizes the state's strategies for manpower development during the implementation of this SDP. In summary, priority will be placed on strengthening workforce capacity; improving staff emoluments, incentives and allowances; providing enabling work environment for staff; including equipping them with appropriate and adequate tools.

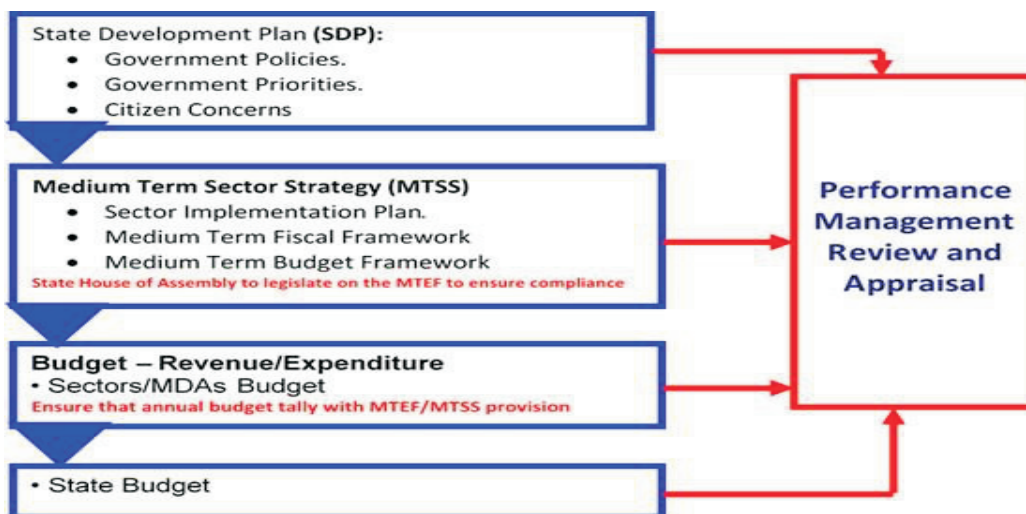


21.4 Plan-MTSSs-Budget Linkage

One reason for developing a state Plan is to make sure that the state's annual budgets are policy based. In implementing this SDP, the 16 sectors of the state will develop their medium-term sector strategies based on the SDP, the sectors' annual budgets will derive from their respective MTSSs; the sectors' annual budgets will be aggregated to form the annual budget of the state. The

implementation of the budget will translate to the implementation of the respective MTSSs; which will in turn translate to the implementation of the SDP. Individual performance will be assessed in relation to the results recorded in the SDP implementation. Figure 14 presents the envisaged Plan-MTSS-budget linkage and how these dovetail into staff performance management and appraisal

FIGURE 14: PLAN -- MTSSs -- BUDGET LINKAGE

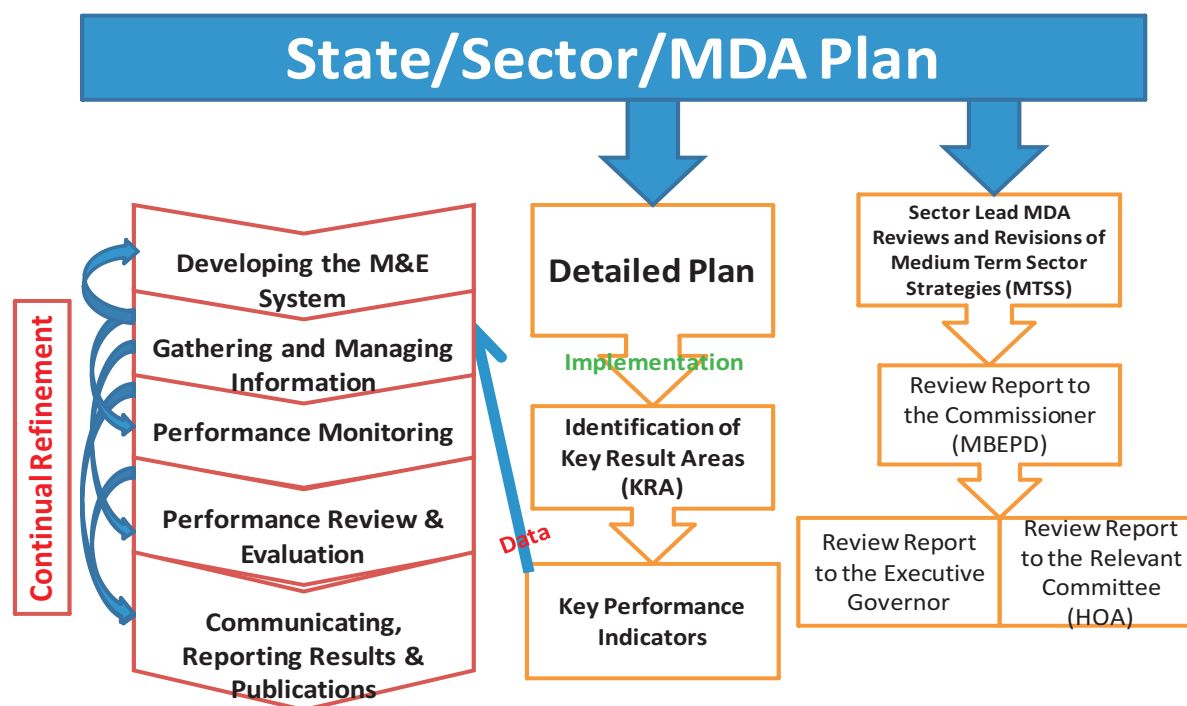


21.5 Results Based Performance Management

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

For the foregoing to work as anticipated, the M&E activities will need to be strengthened to provide regular and reliable information about SDP implementation performance. Supervisors at all levels will also need to demonstrate integrity in the assessment of staff under their supervision. Figure 14 describes the results-based individual performance management approach.

FIGURE 15: RESULTS-BASED INDIVIDUAL PERFORMANCE MANAGEMENT APPROACH



21.6 Optimizing Private Sector Participation

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

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

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

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

21.7 Development Partners' Support

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

Over the years, the state government has proved to be a responsible partner through prompt

payment of counterpart funds and by providing an enabling environment for the implementation of development programmes in the state.

Many development partners are supporting and collaborating with the state government on one intervention or the other. Their activities are coordinated by the Department of Development Cooperation in the Ministry of Economic Planning, Budget and Development. The Ministry of Economic Planning, Budget and Development (MEPBDD) will be further strengthened to optimize the support of development partners in the implementation of the SDP. Appendix 11 presents a list of the development partners operating in Osun State and their respective areas of intervention.

CHAPTER 22: IMPLEMENTATION MONITORING AND EVALUATION

This chapter covers the Monitoring and Evaluation (M&E) framework for the implementation of the revised State Development plan (SDP) in the State. The purpose of this framework is to promote common understanding and reliable practice of monitoring and evaluation (M&E) for implementing

22.1 Introduction

Monitoring and Evaluation is a system put in place by the State to ensure a systematic, continuous, and timely data collection on specified indicators to determine if programmes or interventions, or activities are being implemented as planned (monitoring) as well as assessing to what extent a programme or intervention or activity has or has not, met its objectives and delivered its expected outcomes (evaluation).

Monitoring and evaluating the efficiency, effectiveness, and cost-effectiveness of the State Development Plan (SDP) implementation is essential to keep tracking the progress of activities against established Targets using Key Performance Indicators (KPIs) which would help to determine the need for revising policies, Strategies, Budget, Outputs, Outcomes, and Key Performance Indicators (KPIs) targets.

Principles Guiding M&E

The principles guiding M&E in the implementation of the State Development Plan are development-oriented and address key development priorities of Government and citizens. It will also undertake ethically and with integrity, utilization-oriented, to advance Government's transparency and accountability, which is inclusive and participatory to promote learning.

The State has chosen to adopt these principles, ensuring delivery through the design and application of the M&E Framework. Many of the elements included within these principles relate closely to the concept of good governance.

Across all levels in the State, certain role-players are responsible for carrying out the delivery, while others are tasked with managing to ensure the completion of activities or realization of results. The system seeks to hold individuals and organizations accountable to their commitments,

the State Development Plan. Therefore, it emphasized establishing and implementing monitoring, related reporting systems, and an overview of evaluation as an event within the overall M&E system.

with the ultimate objective of ensuring that development priorities are met.

In addition, in line with the principles detailed above and the recognized importance of ensuring delivery on areas of responsibility or accountability, consideration will be given to the needs and interests of all stakeholders (i.e., upholding fairness and inclusiveness), while adhering to the principle of open and honest communication (i.e., ensuring transparency).

The M&E mechanism will be aligned strongly to the principles defined above; to enable the State to:

- i. effectively gather, analyze, track and use accurate delivery-related information in decision-making, thereby supporting the achievement of Government in all ratifications;
- ii. guarantee the quality of information that informs decisions and actions taken by Governments, managers and employees, or the quality of commitments made;
- iii. be responsible, or accountable for delivery against commitments made;
- iv. ensure optimal delivery against plans, with the real risk emerging of stakeholder expectations not being met; and
- v. Ultimately, uphold the requirements for good governance.

Activities relating to M&E, therefore, serve as key support for sound governance, and as an enabler of effective and responsive leadership. M&E activities also help to facilitate the function of „oversight, a “key function of good governance rather than implementation”. Oversight “ensures that activities are implemented as planned by providing strategic direction, ensuring policies and procedures are met, instituting financial controls, and following through on key recommendations.

Adoption of Results-Based Management (RBM) in the Implementation

The State will adopt Results-Based Management (RBM) in implementing the revised State Development Plan. Monitoring and evaluation (M&E) is a critical part of RBM. It forms the basis for clear and accurate reporting on the results achieved by an intervention. In this way, information reporting will no longer be a headache or a guesswork, but becomes an opportunity for critical analysis and organisational learning, with an informed decision-making and impact assessment.

The current best practice in planning for, as well as monitoring and evaluating, sectors initiatives, will be based on the application of a theory of change approach, involving; amongst other elements, the development of a results-based mechanism or logical framework. The theory of change will be a core instrument in managing development results. Timely and reliable M&E provides information to:

- Support programme/project implementation with accurate, evidence-based reporting that informs management and decision-making to guide and improve programme/project performance.
- Contribute to State learning and knowledge sharing by reflecting upon and sharing experiences and lessons so that we can gain the full benefit from what we do and how we do it.
- Uphold accountability and compliance by demonstrating whether or not our work has been carried out as agreed and in compliance with established standards and other SDP requirements.
- Provide opportunities for stakeholder feedback, especially beneficiaries, to provide inputs into and perceptions of our work, modeling openness to criticism, and willingness to learn from experiences and adapt to changing needs.
- Promote and celebrate our work by highlighting our accomplishments and achievements, building morale, and contributing to resource mobilization.

M&E standards and Ethics

M&E involves collecting, analysing, and communicating information about people, therefore, M&E will be conducted ethically and legally, with particular regard for the welfare of those involved in and affected by it. International standards and best practices help to protect stakeholders and to ensure that M&E is accountable to and credible to them.

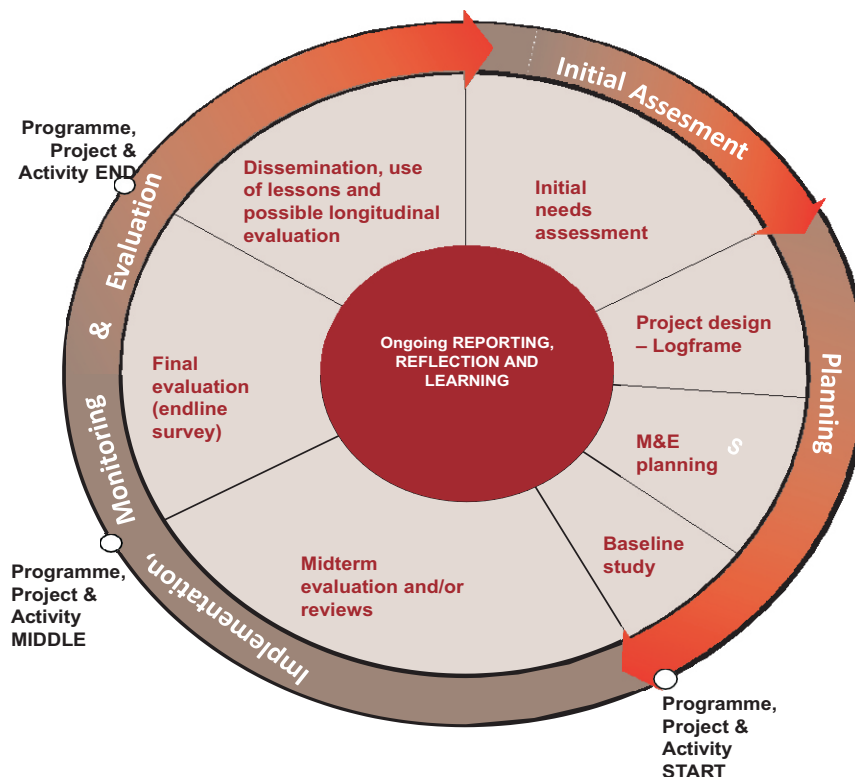
The following is a list of key standards and practices among others for ethical and accountable M&E that will be employed in the State in line with global practice:

- **M&E will respect the customs, culture and dignity of human subjects:** including differences due to religion, gender, disability, age, sexual orientation, and ethnicity. Cultural sensitivity is especially important when collecting data on sensitive topics (e.g. domestic violence or contraceptive usage), from vulnerable and marginalized groups (e.g. internally displaced people or minorities), and following psychosocial trauma (e.g. natural disaster or conflict).
- **M&E practices will uphold and embrace the principle of “do no harm”:** Under the American Evaluation Association 2004, “Under this circumstance, evaluators should seek to maximize the benefits and reduce any unnecessary harm that might occur, provided this will not compromise the integrity of the evaluation findings”. Participants in data collection have the legal and ethical responsibility to report any evidence of criminal activity or wrongdoing that may harm others (e.g. alleged sexual abuse).
- **When feasible and appropriate, M&E will be participatory:** None State actors, beneficiaries, and other relevant stakeholders will be involved which will happen at multiple levels in the M&E in the activity of Monitoring and Evaluation.
- **M&E will ensure that stakeholders provide comments and voice any complaints about the Programmes/Project’s work in the State:** This also includes a process for reviewing and responding to concerns/grievances.

M&E and the Intervention Implementation Cycle

The figure below provides an overview of the usual stages and key activities in monitoring, evaluation, and reporting (MER).

FIGURE 16: M&E AND THE INTERVENTION IMPLEMENTATION CYCLE



Role of Indicators:

How Indicators Will Help to measure Outcomes

Indicators provide critical Monitoring and Evaluation data at every level (and stage) of programme, project, and activity implementation. Therefore, Indicators are available at different levels of intervention (global, national or sub-national, or State), which is used for different purposes and typically have different numbers of the indicator.

Different decision-makers demand different types of information. Therefore, the State will embrace the use of performance indicators available at

every levels (State, National and Global leves) to meet the information of various stakeholders at different level, The State will ensure that Indicators at the higher levels (Global and National) are linked to those at the lower levels (Local Government, MDAs and State). Data that will be collected at the LGAs and MDAs levels will be aggregated at the State level and linked with the National level and on up to the Global level. Thus, Indicators require an effective and efficient M&E system to support data flow, compilation, and aggregation to achieve the intended results.

The Data Flow Mechanism:

This is the deployment of all the elements above towards ensuring that data is envisaged, targeted, identified, documented, transmitted, collated, processed, communicated and translated to action across all levels. This runs in a closed loop of

feedback mechanism that ensures effective horizontal and vertical communication of data and information. This is done in a cycle that ensures that data translate to actions and actions generate data for subsequent actions.

22.2 Approach to Plan Implementation Monitoring

Monitoring deals with routine collection and analysis of information to track progress against set plans and check compliance with established standards. It will occur at every MDAs level across the State by the Planning, Research and Statistics Department (PRSD) and coordination will be done by the Monitoring and Evaluation Department of the Ministry of Economic Planning, Budget and Development to enable implementing Agency to swiftly troubleshoot and ensure proper implementation.

The main objectives of monitoring are to provide the stakeholders with indications of the extent of progress and achievement of objectives; track performance against targets established during the plan development; project policy to let management/stakeholders know when things are on track or are going wrong; provide a useful base for review/evaluation; and whether you are doing what you planned to do or not.

Monitoring will be performed on different dimensions of the results chain and best will be

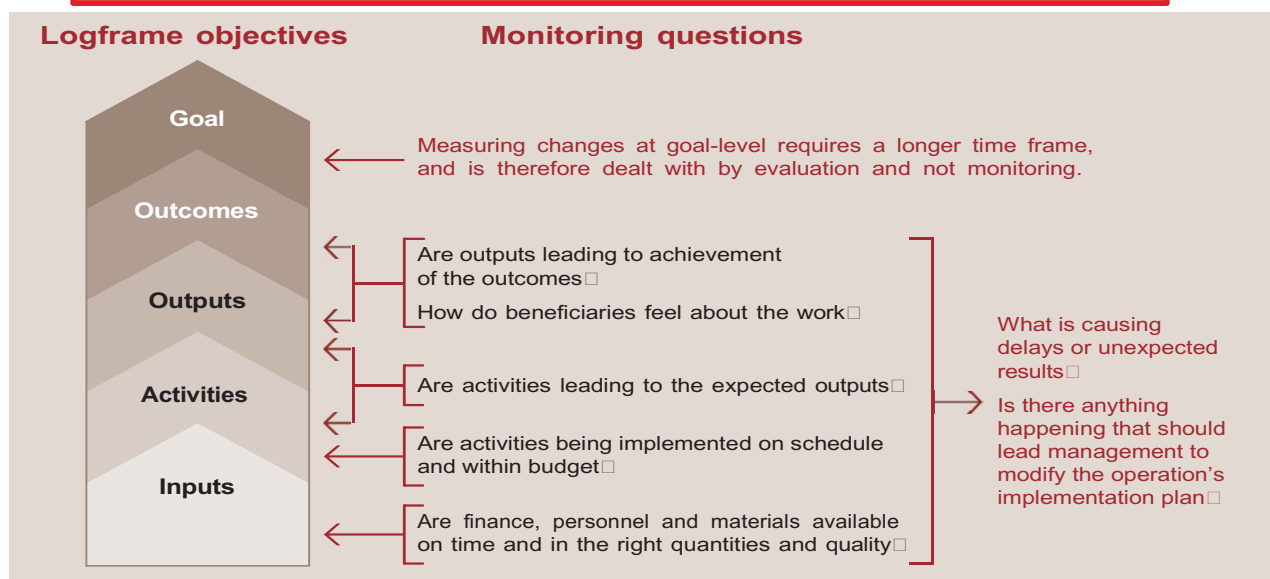
embraced in implementing the State Development Plan. Some of the common types of monitoring are:

- Financial monitoring of programme/project expenditure and comparing them against the approved budgets;
- Progress monitoring examines achievement against set outputs and timelines;
- Physical monitoring examines whether activities are in accordance with planned targets; and
- Outcome and impact monitoring tracks evidence of changes occurring amongst the target population.

Monitoring questions and the log frame

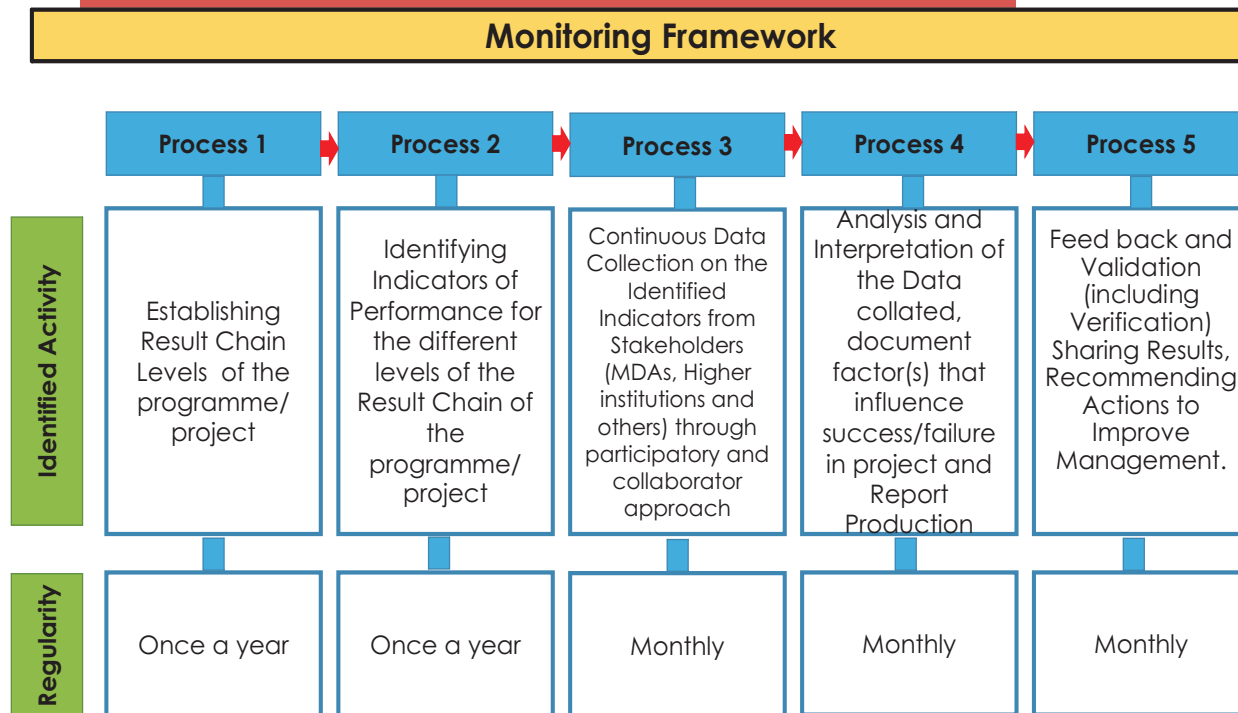
The State will embrace key monitoring questions as they relate to the log- frame's objectives are presented in the figure below:

FIGURE 17: PLAN IMPLEMENTATION MONITORING LOGFRAME



The Monitoring framework is divided into phases and the figure below describes the whole process of Monitoring in the State.

FIGURE 18: MONITORING FRAMEWORK



22.3 Approach to Plan Performance Evaluation

The State adopts the Organization for Economic Co-operation and Development (OCED) definition of Performance evaluation as “an assessment, as systematic and objective as possible, of an ongoing or completed project, programme or policy, its design, implementation, and results”. The Performance Evaluation aim to evaluate the design, implementation, and performance of programmes and projects. It is also to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact, and sustainability. An evaluation will provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and State decision-makers.

Performance Evaluation and Plan

Government of Osun State is committed to create evidence based credible and objective information on the efficiency, effectiveness, impact and sustainability of schemes, projects and programmes in order to ensure overall development of the State

Therefore, as part of the State plans to develop a comprehensive evaluation plan that explains how the Programmes, Projects, and activities identified in the State Strategic documents i.e. State Development Plan (SDP) and Medium Terms Sector Strategies (MTSSs) should plan for measuring their success effort. Performance Evaluation plan is necessary for making appropriate reviews and

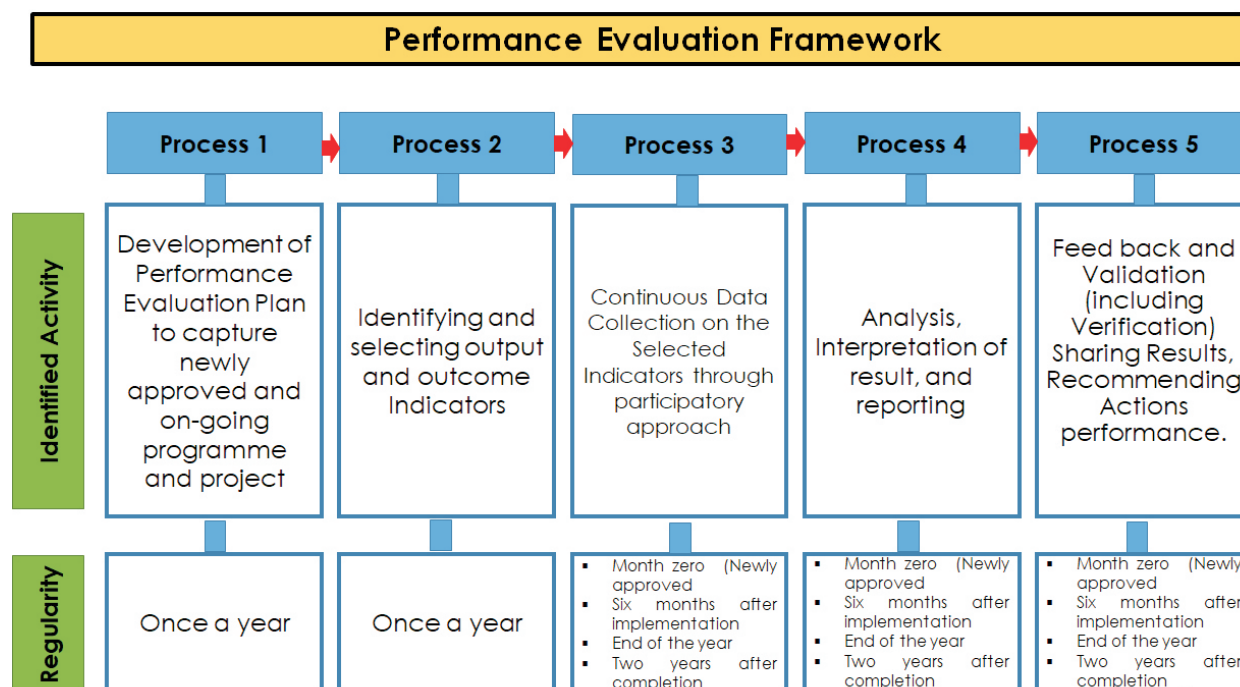
analysis of the Programme and Project implementation process. Thus, a Performance Evaluation Plan is a process for determining what and how to implement the evaluation in line with its purpose.

Moreover, the State Performance Evaluation Plan (PEP) will be based on an evaluation methodology that makes a foundation for setting up key performance indicators and metrics for measuring success systematically and objectively. The PEP will be used to evaluate the quantitative and qualitative progress of the entire Programme, Project, and activity as well as its separate phases and parts. It will follow the adoption of global best practices and internationally acceptable standards methods, and questions of evaluation for evaluating the Programme, Project, and activity implementation process and its success.

In order to achieve this, at the beginning of each year (January) the State will develop performance Evaluation plan based on the Programmes and Projects identified against each Ministries, Departments and Agencies in the implemented MTSSs and approved budget. This plan shall be implemented in collaboration with Planning, Reasech and Statistics department in each MDAs across the State.

The Performance Evaluation framework of Programmes and Projects is divided into phases and the figure below describes the whole process of Evaluation in the State.

FIGURE 19: PERFORMANCE EVALUATION FRAMEWORK (I)

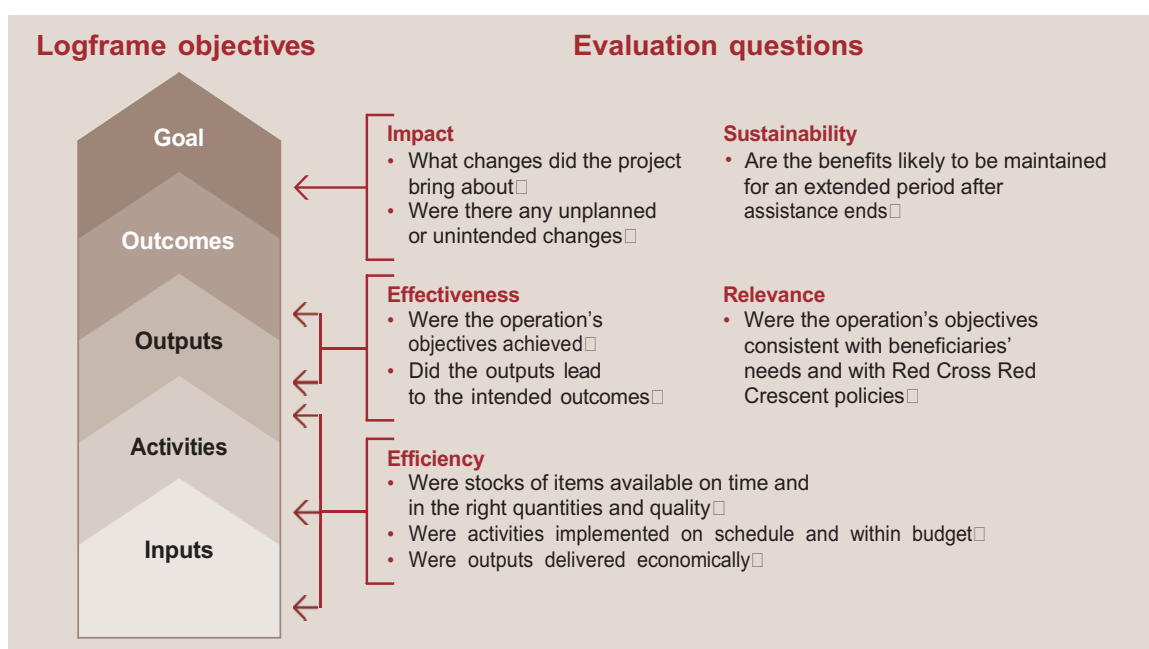


Thus, in line with global best practices and internationally acceptable standards, the State will adopt Evaluations that will involve identifying and reflecting on the effects of what has been

done and judging their worth. Figure 20 summarizes key evaluation questions as they relate to the logframe's objectives, which tend to focus more on how things will be performed and what difference has to be made.

Evaluation Questions and the Log frame

FIGURE 20: PERFORMANCE EVALUATION FRAMEWORK (II)

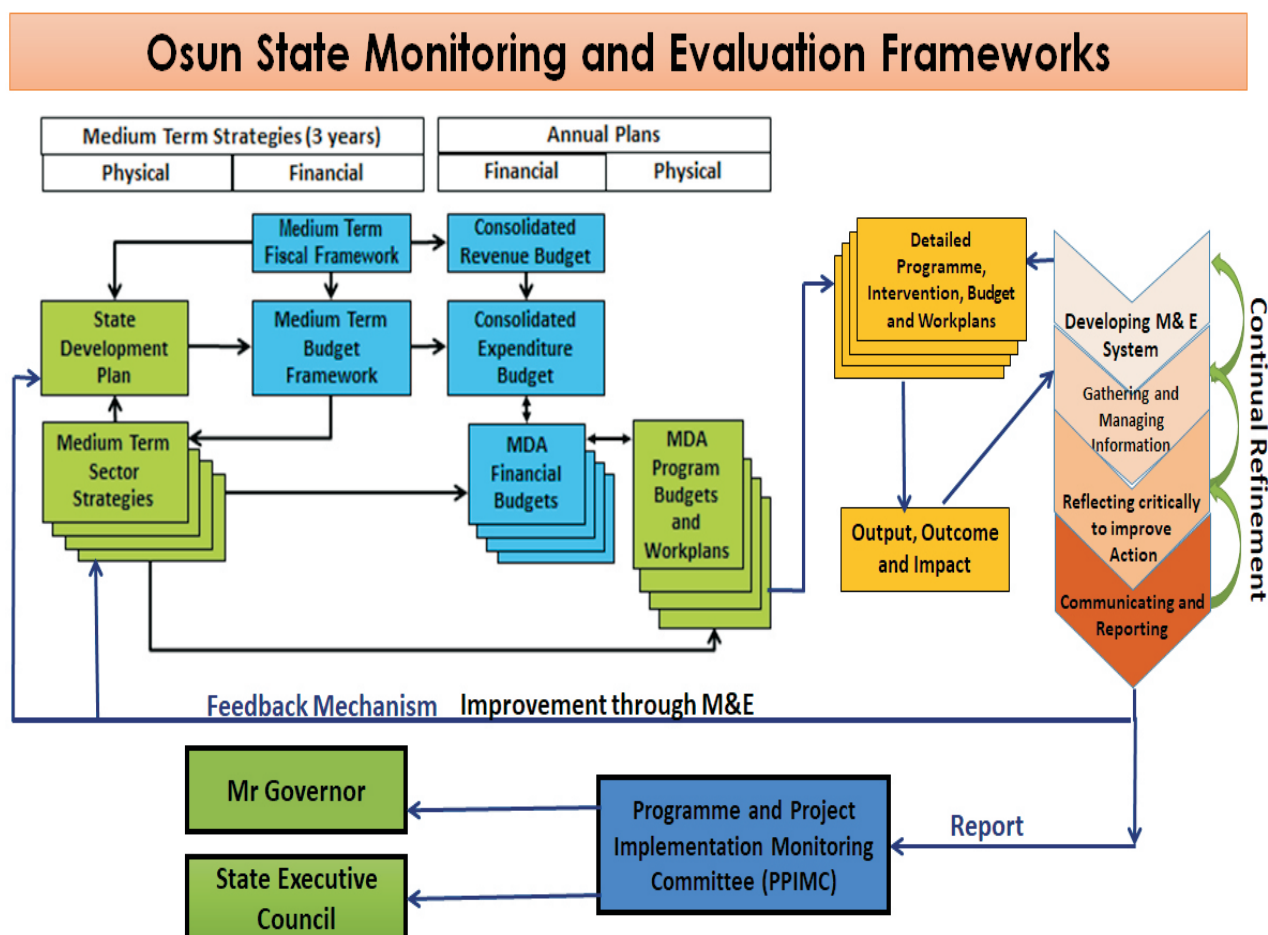


Performance indicators, both quantitative and qualitative, will be derived for each output and outcome and a performance measurement strategy will be crafted that identifies how each indicator will be measured (data source, measurement approach, frequency of measurement, etc.). Some indicators will be measured through the implementation of ongoing monitoring systems, others via special data collections, and others via ad hoc but a more comprehensive evaluation.

The performance measurement strategy will be put in place in an M&E plan at all levels, with the

intent that some elements of information are being gathered and used on an ongoing basis by Programme and Project to assist in implementation and decision-making. Other longer-term results information would be measured and analyzed at the time of evaluation (midterm and final) using the ongoing monitoring information as well as data/information gathered via primary data collection methods. The system that will be implemented in the State concerning the Performance Monitoring and Evaluation process is represented in the figure below:

FIGURE 21: OSUN STATE MONITORING AND EVALUATION FRAMEWORK



22.4 Approach to Plan Revision

The routine review of this SDP will be at three (3) years interval; but any aspect of the plan can be reviewed at any time that the State Executive Council directs the review. The reviews will be based on the findings from the sector's annual performance reviews; as well as on developments and emerging issues (social, economic, political, etc.) since the last review.

The sectors will base the annual rollover of their MTSS on the reviewed SDP as well as the results of their annual sector performance reviews. In reviewing the SDP and the MTSSs, particular attention will be paid to the enabling factors that have facilitated the achievements recorded; the constraining factors that have made some targets unachievable; and new/emerging issues of critical importance to the development of the State. Appropriate strategies will then be developed to strengthen the observed enabling factors, ameliorate the constraints, and internalize the emerging issues. The plan revision should be made as participatory as possible by involving all relevant stakeholders (private sector, CSOs,

communities, Development Partners, and others) as was done during the SDP revision.

As part of the State Plans, guidelines shall be developed and implemented for the M&E operationalization to drive the State Development plan implementation, prompt and adequate reporting, and dissemination. To drive successful implementation, a range of tools, systems, and resources need to be put in place. The guidelines shall be reviewed on a regular basis in line with current issues and acceptable standards, and global practice.

Moreover, each MDAs in the State including the Tertiary Institutions and Local Government Areas is to systematically plan the M&E budget early in the programme/project design (i.e. during the MTSS annual review meetings and annual budget preparation) process so that adequate funds are allocated and available for M&E activities (at least 3% of programme, project and activity cost).

APPENDICES

APPENDIX 1: TOP GOVERNMENT OFFICIALS' INTERVIEW GUIDE: 31 JANUARY 2022

His Excellency – The State Governor:

1. What is your Vision for Osun State? You may wish to break down your Vision into short-term (one to two years); medium-term (three - five years); and long-term (beyond five years).
2. What do you see as the key priorities that the revised SDP should focus on?
3. What do you see as major challenges facing Osun State?
4. What do you see as the key strategies to be adopted by Osun State going forward; including how you believe that the challenges identified above should be addressed?
5. What legacies would you like to leave with Osun State as a Governor?
6. What advice do you have for the Teams revising the State Development Plan?

Secretary to the State Government (SSG)

1. What is your Vision for Osun State? You may wish to break down your Vision into short-term (one to two years); medium-term (three - five years); and long-term (beyond five years).
2. What do you see as the key priorities that the revised SDP should focus on?
3. What do you see as major challenges facing Osun State?
4. What do you see as the key strategies to be adopted by Osun State going forward; including how you believe that the challenges identified above should be addressed?
5. How do you think the implementation of the State Development Plan, and the implementation of State Policies generally, can be improved for better results?
6. What advice do you have for the Teams revising the State Development Plan?

Head of Service

1. As the Head of Service, what is your Vision for the Civil/Public Service of Osun State? You may wish to break down your Vision into short-term (one to two years); medium-term (three - five years); and long-term (beyond five years).
2. What would you like to set as the key priorities for the State's Civil/Public Service during the life of the revised State Development Plan (SDP)?
3. What do you see as major challenges facing the Civil/Public Service of Osun State?
4. What do you see as the key strategies to be adopted by Osun State for managing its Civil/Public Service going forward; including how you believe that the challenges identified above should be addressed?
5. What legacies would you like to leave with Osun State's Civil/Public Service as Head of Service?
6. What advice do you have for the Teams revising the State Development Plan?

APPENDIX 2: MAPPING OF SUSTAINABLE DEVELOPMENT GOALS (SDGs) TO SECTORS

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|---|--|--|---|
| 1. | End poverty in all its forms everywhere. Lead Sector = Economic Planning, Budget and Development | Eradicate extreme poverty for all people everywhere (currently measured as people living on less than \$1.25 a day). | <ul style="list-style-type: none"> Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural). | <ul style="list-style-type: none"> Agriculture & Food Security Commerce and Industry Social & Youth Development. |
| | | Reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions. | <ul style="list-style-type: none"> Proportion of population living below the national poverty line, by sex and age. Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions. | <ul style="list-style-type: none"> Agriculture & Food Security Commerce and Industry Social and Youth development |
| | | Implement nationally appropriate social protection systems and measures for all, including floors, and achieve substantial coverage of the poor and the vulnerable. | <ul style="list-style-type: none"> Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, new-borns, work- injury victims and the poor and the vulnerable. | <ul style="list-style-type: none"> Social and Youth development |
| | | Ensure that all men and women, in particular, the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance. | <ul style="list-style-type: none"> Proportion of population living in households with access to basic services. Proportion of total adult population with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land as secure, by sex and by type of tenure. | <ul style="list-style-type: none"> Commerce and Industry Finance and Revenue Mobilisation Social and Youth Development |
| | | Build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social, and environmental shocks and disasters. | <ul style="list-style-type: none"> Number of deaths, missing persons and persons affected by disaster per 100,000 people. Direct disaster economic loss in relation to global gross domestic product (GDP). Availability of national, State and local disaster risk reduction strategies. | <ul style="list-style-type: none"> Environment |
| | | Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, to provide adequate | <ul style="list-style-type: none"> Proportion of resources allocated by the government directly to poverty reduction programmes. Proportion of total | <ul style="list-style-type: none"> Economic Planning, Budget & Development Finance and Revenue |

¹ Or by the specified year; it means by 2030 if no year is specified.

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|--|---|--|--|
| | | and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions | government spending on essential services (education, health and social protection). | Mobilization |
| | | Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions. | <ul style="list-style-type: none"> Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups. | <ul style="list-style-type: none"> Economic Planning, Budget & Development |
| 2. | End hunger, achieve food security and improved nutrition and promote sustainable agriculture. Lead Sector = Agriculture and Food Security | End hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round. | <ul style="list-style-type: none"> Prevalence of undernourishment. Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES). | <ul style="list-style-type: none"> Agriculture and Food Security Health |
| | | End all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons | <ul style="list-style-type: none"> Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age. Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight) | <ul style="list-style-type: none"> Health Agriculture and Food security |
| | | Double the agricultural productivity and income of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment | <ul style="list-style-type: none"> Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size. Average income of small-scale food producers, by sex and indigenous status. | <ul style="list-style-type: none"> Agriculture and Food security Commerce & Industry |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|------|---|--|--|
| | | Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality | <ul style="list-style-type: none"> Proportion of agricultural area under productive and sustainable agriculture. | <ul style="list-style-type: none"> Agriculture & Food Security Environment |
| | | Maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed. | <ul style="list-style-type: none"> Number of plant and animal genetic resources for food and agriculture secured in either medium or long-term conservation facilities. Proportion of local breeds classified as being at risk, not-at-risk or at unknown level of risk of extinction. | <ul style="list-style-type: none"> Agriculture & Food Security |
| | | Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries. | <ul style="list-style-type: none"> The agriculture orientation index for government expenditures. Total official flows (official development assistance plus other official flows) to the agriculture sector. | <ul style="list-style-type: none"> Agriculture and Food Security Commerce and Industry Infrastructure (Rural Infrastructure) Finance and revenue Mobilization. |
| | | Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round. | <ul style="list-style-type: none"> Producer Support Estimate. Agricultural export subsidies. | <ul style="list-style-type: none"> Agriculture and Food Security Commerce and Industry |
| | | Adopt measures to ensure the | <ul style="list-style-type: none"> Indicator of food price anomalies. | |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|--|---|---|--|
| | | proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility. | | |
| 3. | Ensure healthy lives and promote well-being for all at all ages. Lead Sector = Health | Reduce the global maternal mortality ratio to less than 70 per 100,000 live births. | <ul style="list-style-type: none"> • Maternal mortality ratio. • Proportion of births attended by skilled health personnel. | • Health |
| | | End preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births. | <ul style="list-style-type: none"> • Under-five mortality rate. • Neonatal mortality rate. | • Health |
| | | End the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases. | <ul style="list-style-type: none"> • Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations. • Tuberculosis incidence per 1,000 population. • Malaria incidence per 1,000 population. • Hepatitis B incidence per 100,000 population. • Number of people requiring interventions against neglected tropical diseases. | • Health |
| | | Reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being. | <ul style="list-style-type: none"> • Mortality rate attributed to cardiovascular disease, cancer, diabetes, or chronic respiratory disease. • Suicide mortality rate. | • Health |
| | | Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol. | <ul style="list-style-type: none"> • Coverage of treatment interventions (pharmacological, psychosocial and rehabilitation and aftercare services) for substance use disorders. • Harmful use of alcohol, defined according to the national context as alcohol | <ul style="list-style-type: none"> • Health • Social Development and welfare |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|------|--|--|---|
| | | | per capita consumption (aged 15 years and older) within a calendar year in litres of pure alcohol. | |
| | | Halve the number of global deaths and injuries from road traffic accidents. | <ul style="list-style-type: none"> Death rate due to road traffic injuries. | <ul style="list-style-type: none"> Infrastructure |
| | | Ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes | <ul style="list-style-type: none"> Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods. Adolescent birth rate (aged 10-14 years; aged 15-19 years) per 1,000 women in that age group. | <ul style="list-style-type: none"> Health |
| | | Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all. | <ul style="list-style-type: none"> Coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, new born and child health, infectious diseases, non-communicable diseases and service capacity and access, among the general and the most disadvantaged population). Number of people covered by health insurance or a public health system per 1,000 population. | <ul style="list-style-type: none"> Health |
| | | Substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination | <ul style="list-style-type: none"> Mortality rate attributed to household and ambient air pollution. Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for All (WASH) services). Mortality rate attributed to unintentional poisoning. | <ul style="list-style-type: none"> Health Environment Water and sanitation |
| | | Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate. | <ul style="list-style-type: none"> Age-standardized prevalence of current tobacco use among persons aged 15 years and older. | <ul style="list-style-type: none"> Health Social and Youth Development |
| | | Support the research and development of vaccines and medicines for the communicable | <ul style="list-style-type: none"> Proportion of the population with access to affordable medicines and vaccines on a sustainable basis. | <ul style="list-style-type: none"> Health |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|---|---|---|---|
| | | and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all. | <ul style="list-style-type: none"> Total net official development assistance to medical research and basic health sectors. | |
| | | Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States. | <ul style="list-style-type: none"> Health worker density and distribution. | <ul style="list-style-type: none"> Health |
| | | Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks. | <ul style="list-style-type: none"> International Health Regulations (IHR) Capacity and health emergency preparedness. | <ul style="list-style-type: none"> Health |
| 4. | Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. | Ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes. | <ul style="list-style-type: none"> Proportion of children and young people: <ul style="list-style-type: none"> (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex. | <ul style="list-style-type: none"> Education |
| | Lead Sector = Education | Ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education. | <ul style="list-style-type: none"> Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being, by sex. Participation rate in | <ul style="list-style-type: none"> Education |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|------|--|---|---|
| | | | organized learning (one year before the official primary entry age), by sex. | |
| | | Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university. | <ul style="list-style-type: none"> Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex | <ul style="list-style-type: none"> Education |
| | | Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship. | <ul style="list-style-type: none"> Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill. | Education Governance & Administration (MIST) |
| | | Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations. | <ul style="list-style-type: none"> Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples and conflict-affected, as data become available) for all education indicators on this list that can be disaggregated. | <ul style="list-style-type: none"> Education Social & Youth development |
| | | Ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy. | <ul style="list-style-type: none"> Percentage of population in a given age group achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills, by sex. | <ul style="list-style-type: none"> Education |
| | | Ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development. | <ul style="list-style-type: none"> Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in: (a) national education policies, (b) curricula, (c) teacher education and (d) student assessment. | <ul style="list-style-type: none"> Education Social & Youth development |
| | | Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all | <ul style="list-style-type: none"> Proportion of schools with access to: (a) electricity; (b) the Internet for pedagogical purposes; (c) computers for pedagogical purposes; (d) adapted infrastructure and materials for students with | <ul style="list-style-type: none"> Education Infrastructure Governance & Administration (MIST) |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|--|---|--|------------------------------|
| | | | disabilities; (e) basic drinking water; (f) single- sex basic sanitation facilities; and (g) basic hand washing facilities (as per the WASH indicator definitions). | |
| | | Substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries. | • Volume of official development assistance flows for scholarships by sector and type of study. | • Education |
| | | Substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States | • Proportion of teachers in: (a) pre-primary; (b) primary; (c) lower secondary; and (d) upper secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level in a given country. | • Education |
| 5. | Achieve gender equality and empower all women and girls. Lead Sector = Social Development and Welfare | End all forms of discrimination against all women and girls everywhere. | • Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex. | • Social & Youth Development |
| | | Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation. | • Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age. • Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an | • Social & Youth Development |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|------|---|---|--|
| | | | intimate partner in the previous 12 months, by age and place of occurrence | |
| | | Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation. | <ul style="list-style-type: none"> Proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18. Proportion of girls and women aged 15-49 years who have undergone female genital mutilation/cutting, by age. | <ul style="list-style-type: none"> Social and Youth Development |
| | | Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate. | <ul style="list-style-type: none"> Proportion of time spent on unpaid domestic and care work, by sex, age and location. | <ul style="list-style-type: none"> Social & Youth Development Security, Law and Justice |
| | | Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. | <ul style="list-style-type: none"> Proportion of seats held by women in national parliaments and local governments. Proportion of women in managerial positions. | <ul style="list-style-type: none"> Social & Youth Development |
| | | Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences. | <ul style="list-style-type: none"> Proportion of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care. Number of countries with laws and regulations that guarantee women aged 15-49 years access to sexual and reproductive health care, information and education. | <ul style="list-style-type: none"> Health |
| | | Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws. | <ul style="list-style-type: none"> Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; Share of women among owners or rights-bearers of agricultural land, by type of tenure. Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control | <ul style="list-style-type: none"> Agriculture & Food Security Social & Youth Development Security, law and Justice |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|---|--|---|---|
| | | Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women. | <ul style="list-style-type: none"> Proportion of individuals who own a mobile telephone, by sex. | <ul style="list-style-type: none"> Governance & Administration (MIST) |
| | | Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels. | <ul style="list-style-type: none"> Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment. | <ul style="list-style-type: none"> Social & Youth Development |
| 6. | Ensure availability and sustainable management of water and sanitation for all. Lead Sector = Water and Sanitation | Achieve universal and equitable access to safe and affordable drinking water for all. | Proportion of population using safely managed drinking water services. | <ul style="list-style-type: none"> Water and Sanitation |
| | | Achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations. | Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water. | <ul style="list-style-type: none"> Water and Sanitation |
| | | Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally. | <ul style="list-style-type: none"> Proportion of wastewater safely treated. Proportion of bodies of water with good ambient water quality. | <ul style="list-style-type: none"> Water and Sanitation Environment |
| | | Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity. | <ul style="list-style-type: none"> Change in water-use efficiency over time. Level of water stress: freshwater withdrawal as a proportion of available freshwater resources. | <ul style="list-style-type: none"> Water and Sanitation |
| | | Implement integrated water resources management at all levels, including through transboundary cooperation as appropriate. | <ul style="list-style-type: none"> Degree of integrated water resources management implementation (0-100). Proportion of trans boundary basin area with an operational arrangement for water cooperation. | <ul style="list-style-type: none"> Water and Sanitation |
| | | Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes. | Change in the extent of water-related ecosystems over time | <ul style="list-style-type: none"> Water and Sanitation Environment |
| | | | Amount of water-and | <ul style="list-style-type: none"> Water and |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|---|--|--|--|
| | | Expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies. | sanitation-related official development assistance that is part of a government-coordinated spending plan. | Sanitation • Economic Planning, Budget & Development |
| | | Support and strengthen the participation of local communities in improving water and sanitation management. | Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management. | • Water and Sanitation |
| 7. | Ensure access to affordable, reliable, sustainable and modern energy for all. Lead Sector = Infrastructure | Ensure universal access to affordable, reliable and modern energy services. | <ul style="list-style-type: none"> Proportion of population with access to electricity. Proportion of population with primary reliance on clean fuels and technology. | • Infrastructure |
| | | Increase substantially the share of renewable energy in the global energy mix. | Renewable energy share in the total final energy consumption. | • Infrastructure |
| | | Double the global rate of improvement in energy efficiency. | Energy intensity measured in terms of primary energy and GDP. | • Infrastructure |
| | | Enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology. | Mobilized amount of United States dollars per year starting in 2020 accountable towards the \$100 billion commitment. | <ul style="list-style-type: none"> Infrastructure Environment Finance and Revenue Mobilization Economic Planning, Budget & Development |
| | | Expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support. | Investments in energy efficiency as a percentage of GDP and the amount of foreign direct investment in financial transfer for infrastructure and technology to sustainable development services. | • Infrastructure |
| | | | | |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
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| 8. | Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. | Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries. | Annual growth rate of real GDP per capita. | <ul style="list-style-type: none"> • Economic Planning, Budget & Development • Agriculture & Food Security • Commerce and Industry • Education • Infrastructure • Health |
| | Lead Sector = Economic Planning, Budget and Development | Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors. | Annual growth rate of real GDP per employed person. | <ul style="list-style-type: none"> • Economic Planning, Budget & Development • Agriculture • Commerce and Industry • Education • Infrastructure • Health |
| | | Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro- small- and medium-sized enterprises, including through access to financial services. | Proportion of informal employment in non-agriculture employment, by sex. | <ul style="list-style-type: none"> • Economic Planning, Budget & Development • Commerce and Industry • Governance and Administration (ICT Hub) |
| | | Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead. | <ul style="list-style-type: none"> • Material footprint, material footprint per capita, and material footprint per GDP. • Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP. | <ul style="list-style-type: none"> • Economic Planning, Budget & Development • Environment |
| | | Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value. | <ul style="list-style-type: none"> • Average hourly earnings of female and male employees, by occupation, age and persons with disabilities. • Unemployment rate, by sex, age and persons with disabilities. | <ul style="list-style-type: none"> • Governance & Administration • Social and Youth development • Commerce and industry |
| | | Substantially reduce the proportion of youth not in | Proportion of youth (aged 15-24 years) not in education, | <ul style="list-style-type: none"> • Education • Social and |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|------|---|---|--|
| | | employment, education or training. | employment or training. | Youth development |
| | | Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms. | Proportion and number of children aged 5-17 years engaged in child labour, by sex and age. | <ul style="list-style-type: none"> • Social and Youth development • Security, law and Justice |
| | | Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment. | <ul style="list-style-type: none"> • Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status. • Increase in national compliance of labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status. | <ul style="list-style-type: none"> • Social and Youth development • Human Capital Development • Security, Law and Justice |
| | | Devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products. | <ul style="list-style-type: none"> • Tourism direct GDP as a proportion of total GDP and in growth rate. • Number of jobs in tourism industries as a proportion of total jobs and growth rate of jobs, by sex. | <ul style="list-style-type: none"> • Culture and Tourism |
| | | Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all. | <ul style="list-style-type: none"> • Number of commercial bank branches and automated teller machines (ATMs) per 100,000 adults. • Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile-money-service provider. | <ul style="list-style-type: none"> • Finance and Revenue Mobilisation • Commerce and Industry |
| | | Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated. | Aid for Trade commitments and disbursements. | <ul style="list-style-type: none"> • Commerce and Industry |
| | | Develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour | Total government spending in social protection and employment programmes as a proportion of the national | <ul style="list-style-type: none"> • Social and Youth development |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
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| | | Organization. | budgets and GDP. | |
| 9. | Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. Lead Sector = Commerce and Industry | Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all. | Proportion of the rural population who live within 2 km of an all-season road. | • Infrastructure |
| | | Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries. | <ul style="list-style-type: none"> • Passenger and freight volumes, by mode of transport. • Manufacturing value added as a proportion of GDP and per capita. • Manufacturing employment as a proportion of total employment. | • Commerce and Industry |
| | | Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets. | <ul style="list-style-type: none"> • Proportion of small-scale industries in total industry value added. • Proportion of small-scale industries with a loan or line of credit. | • Commerce and Industry |
| | | Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities. | CO2 emission per unit of value added. | • Environment |
| | | Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending. | <ul style="list-style-type: none"> • Research and development expenditure as a proportion of GDP. • Researchers (in full-time equivalent) per million inhabitants. | • Commerce and Industry |
| | | Total official international | • Total official | • Economic |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|---|--|---|--|
| | | support (official development assistance plus other official flows) to infrastructure. | international support (official development assistance plus other official flows) to infrastructure. | Planning, Budget & Development • Commerce and Industry • Infrastructure |
| | | Proportion of medium and high-tech industry value added in total value added. | • Proportion of medium and high-tech industry value added in total value added. | • Commerce and Industry |
| | | Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020. | • Proportion of population covered by a mobile network, by technology. | • Governance & Administration (MIST) |
| 10. | Reduce inequality within and among countries. Lead Sector = EPBD | Progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average. | • Growth rates of household expenditure or income per capita among the bottom 40 per cent of the population and the total population. | • Economic Planning, Budget & Development • Agriculture • Commerce and Industry • Education • Infrastructure |
| | | Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. | • Proportion of people living below 50 per cent of median income, by age, sex and persons with disabilities. | • Social and Youth development |
| | | Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard. | • Proportion of the population reporting having personally felt discriminated against or harassed within the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law. | • Social and Youth development • Security, Law and Justice |
| | | Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality. | • Labour share of GDP, comprising wages and social protection transfers. | • Economic Planning, Budget & Development • Finance and Revenue Mobilisation • Social and Youth development |
| | | Improve the regulation and monitoring of global financial markets and institutions and | • Financial Soundness Indicators | • Finance and Revenue Mobilisation |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
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| | | strengthen the implementation of such regulations. | | |
| | | Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions. | <ul style="list-style-type: none"> Proportion of members and voting rights of developing countries in international organizations. | <ul style="list-style-type: none"> Social and Youth development |
| | | Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies. | <ul style="list-style-type: none"> Recruitment cost borne by employee as a proportion of yearly income earned in country of destination. Number of countries that have implemented well-managed migration policies. | <ul style="list-style-type: none"> Social and Youth development |
| | | Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements. | <ul style="list-style-type: none"> Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff. | <ul style="list-style-type: none"> Social and Youth development |
| | | Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes. | <ul style="list-style-type: none"> Total resource flows for development, by recipient and donor countries and type of flow (e.g., official development assistance, foreign direct investment and other flows). | <ul style="list-style-type: none"> Commerce and Industry Economic Planning, Budget & Development |
| | | Reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent. | <ul style="list-style-type: none"> Remittance costs as a proportion of the amount remitted. | <ul style="list-style-type: none"> Finance and Revenue Mobilisation |
| 11. | Make cities and human settlements inclusive, safe, resilient and sustainable. | Ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums. | <ul style="list-style-type: none"> Proportion of urban population living in slums, informal settlements or inadequate housing. | <ul style="list-style-type: none"> Infrastructure (Physical Planning) Environment |
| | Lead Sector = | Provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, | <ul style="list-style-type: none"> Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities. | <ul style="list-style-type: none"> Infrastructure (Transportation) |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|----------------|---|---|--|
| | Infrastructure | notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons. | | |
| | | Enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries. | <ul style="list-style-type: none"> Ratio of land consumption rate to population growth rate. Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically. | <ul style="list-style-type: none"> Infrastructure (Physical Planning) |
| | | Strengthen efforts to protect and safeguard the world's cultural and natural heritage. | <ul style="list-style-type: none"> Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage (cultural, natural, mixed and World Heritage Centre designation), level of government (national, regional and local/municipal), type of expenditure (operating expenditure/investment) and type of private funding (donations in kind, private non-profit sector and sponsorship). | <ul style="list-style-type: none"> Commerce and Industry Culture and Tourism |
| | | Significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses. | <ul style="list-style-type: none"> Number of deaths, missing persons and persons affected by disaster per 100,000 people. Direct disaster economic loss in relation to global GDP, including disaster damage to critical infrastructure and disruption of basic services. | <ul style="list-style-type: none"> Environment |
| | | Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management. | <ul style="list-style-type: none"> Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities. Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities (population weighted). | <ul style="list-style-type: none"> Environment |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|---|--|---|---|
| | | Provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities. | <ul style="list-style-type: none"> • Average share of the built-up area of cities that is open space for public use for all, by sex, age and persons with disabilities. • Proportion of persons victim of physical or sexual harassment, by sex, age, disability status and place of occurrence, in the previous 12 months. | <ul style="list-style-type: none"> • Environment |
| | | Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning. | <ul style="list-style-type: none"> • Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city. | <ul style="list-style-type: none"> • Economic Planning, Budget & Development • Infrastructure |
| | | Substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels. | <ul style="list-style-type: none"> • Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030. • Number of countries with national and local disaster risk reduction strategies. | <ul style="list-style-type: none"> • Governance (Min. Local Government) • Water and Sanitation (WASH) • Environment |
| | | Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials. | <ul style="list-style-type: none"> • Proportion of financial support to the least developed countries that is allocated to the construction and retrofitting of sustainable, resilient and resource-efficient buildings utilizing local materials. | <ul style="list-style-type: none"> • Infrastructure (Land and Physical Planning) |
| 12. | Ensure sustainable consumption and production patterns. | Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries. | <ul style="list-style-type: none"> • Number of countries with sustainable consumption and production (SCP) national action plans or SCP mainstreamed as a priority or a target into national policies. | <ul style="list-style-type: none"> • Economic Planning, Budget & Development • Commerce and industry • Agriculture and Food security |
| | Lead Sector = EPBD | Achieve the sustainable management and efficient use of | <ul style="list-style-type: none"> • Material footprint, material footprint per | <ul style="list-style-type: none"> • Commerce and Industry |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|------|---|--|--|
| | | natural resources. | capita, and material footprint per GDP. <ul style="list-style-type: none"> Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP. | (Mining) <ul style="list-style-type: none"> Environment |
| | | Halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses. | <ul style="list-style-type: none"> Global food loss index. | <ul style="list-style-type: none"> Commerce and Industry Agriculture and Food Security |
| | | Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment. | <ul style="list-style-type: none"> Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information as required by each relevant agreement. Hazardous waste generated per capita, and proportion of hazardous waste treated, by type of treatment. | <ul style="list-style-type: none"> Environment |
| | | Substantially reduce waste generation through prevention, reduction, recycling and reuse. | <ul style="list-style-type: none"> National recycling rate, tons of material recycled. | <ul style="list-style-type: none"> Environment |
| | | Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle. | <ul style="list-style-type: none"> Number of companies publishing sustainability reports. | <ul style="list-style-type: none"> Commerce and Industry |
| | | Promote public procurement practices that are sustainable, in accordance with national policies and priorities. | <ul style="list-style-type: none"> Number of countries implementing sustainable public procurement policies and action plans. | <ul style="list-style-type: none"> Economic Planning, Budget & Development |
| | | Ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature. | <ul style="list-style-type: none"> Extent to which (i) global citizenship education and (ii) education for sustainable development (including climate change education) are mainstreamed in (a) | <ul style="list-style-type: none"> Information and Communication Education |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|--|---|--|--|
| | | | national education policies; (b) curricula; (c) teacher education; and (d) student assessment. | |
| | | Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production. | <ul style="list-style-type: none"> Amount of support to developing countries on research and development for sustainable consumption and production and environmentally sound technologies. | <ul style="list-style-type: none"> Commerce and Industry Education |
| | | Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products. | <ul style="list-style-type: none"> Number of sustainable tourism strategies or policies and implemented action plans with agreed monitoring and evaluation tools. | <ul style="list-style-type: none"> Commerce and Industry Culture and Tourism |
| | | Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities. | <ul style="list-style-type: none"> Amount of fossil-fuel subsidies per unit of GDP (production and consumption) and as a proportion of total national expenditure on fossil fuels. | <ul style="list-style-type: none"> Governance and Administration |
| 13. | Take urgent action to combat climate change and its impacts. | Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries. | <ul style="list-style-type: none"> Number of countries with national and local disaster risk reduction strategies. Number of deaths, missing persons and persons affected by disaster per 100,000 people | <ul style="list-style-type: none"> Environment |
| | Lead Sector = Environment | Integrate climate change measures into national policies, strategies and planning. | <ul style="list-style-type: none"> Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate | <ul style="list-style-type: none"> Environment |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|------|---|---|--|
| | | | resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other). | |
| | | Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. | <ul style="list-style-type: none"> • Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula. • Number of countries that have communicated the strengthening of institutional, systemic and individual capacity-building to implement adaptation, mitigation and technology transfer, and development actions. | <ul style="list-style-type: none"> • Environment |
| | | Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible. | <ul style="list-style-type: none"> • Mobilized amount of United States dollars per year starting in 2020 accountable towards the \$100 billion commitment. | <ul style="list-style-type: none"> • Finance and Revenue Mobilization |
| | | Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities. | <ul style="list-style-type: none"> • Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth | <ul style="list-style-type: none"> • Environment |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
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| | | | and local and marginalized communities. | |
| 14. | Conserve and sustainably use the oceans, seas and marine resources for sustainable development. | By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution. | <ul style="list-style-type: none"> Index of coastal eutrophication and floating plastic debris density. | <ul style="list-style-type: none"> Delivery of this Goal is not quite applicable to Osun State! |
| | | By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans. | <ul style="list-style-type: none"> Proportion of national exclusive economic zones managed using ecosystem-based approaches. | |
| | | Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels. | <ul style="list-style-type: none"> Average marine acidity (pH) measured at agreed suite of representative sampling stations. | |
| | | By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics. | <ul style="list-style-type: none"> Proportion of fish stocks within biologically sustainable levels. | |
| | | 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information. | <ul style="list-style-type: none"> Coverage of protected areas in relation to marine areas. | |
| | | By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, | <ul style="list-style-type: none"> Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing. | |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|------|---|---|--------------------|
| | | recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation. | | |
| | | Increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism. | <ul style="list-style-type: none"> Sustainable fisheries as a percentage of GDP in Small Island developing States, least developed countries and all countries. | |
| | | Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries. | Proportion of total research budget allocated to research in the field of marine technology. | |
| | | Provide access for small-scale artisanal fishers to marine resources and markets. | <ul style="list-style-type: none"> Progress by countries in the degree of application of a legal/regulatory/policy/institutional framework which recognizes and protects access rights for small-scale fisheries. | |
| | | Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in the United Nations Convention on the Law of the Sea, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of "The future we want". | <ul style="list-style-type: none"> Number of countries making progress in ratifying, accepting and implementing through legal, policy and institutional frameworks, ocean-related instruments that implement international law, as reflected in the United Nations Convention on the Law of the Sea, for the conservation and sustainable use of the oceans and their resources. | |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|--|---|--|--------------------|
| 15. | Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. Lead Sector = Environment | By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements. | <ul style="list-style-type: none"> Forest area as a proportion of total land area. Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type. | • Environment |
| | | By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally. | <ul style="list-style-type: none"> Progress towards sustainable forest management. | • Environment |
| | | Combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world. | <ul style="list-style-type: none"> Proportion of land that is degraded over total land area. | • Environment |
| | | Ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development. | <ul style="list-style-type: none"> Coverage by protected areas of important sites for mountain biodiversity. Mountain Green Cover Index. | • Environment |
| | | Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species. | <ul style="list-style-type: none"> Red List Index. | • Environment |
| | | Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed. | <ul style="list-style-type: none"> Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits. | • Environment |
| | | Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products. | <ul style="list-style-type: none"> Proportion of traded wildlife that was poached or illicitly trafficked. | • Environment |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|--|--|---|--|
| | | By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species. | <ul style="list-style-type: none"> Proportion of countries adopting relevant national legislation and adequately resourcing the prevention or control of invasive alien species. | <ul style="list-style-type: none"> Environment |
| | | By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts. | <ul style="list-style-type: none"> Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011-2020. | <ul style="list-style-type: none"> Environment |
| | | Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems. | <ul style="list-style-type: none"> Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems. | <ul style="list-style-type: none"> Environment Finance and Revenue Mobilization Economic Planning, Budget & Department |
| | | Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation. | <ul style="list-style-type: none"> Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems. | <ul style="list-style-type: none"> Environment Finance and Revenue Mobilization Economic Planning, Budget & Development |
| | | Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities. | <ul style="list-style-type: none"> Proportion of traded wildlife that was poached or illicitly trafficked. | <ul style="list-style-type: none"> Environment |
| 16. | Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at | Significantly reduce all forms of violence and related death rates everywhere. | <ul style="list-style-type: none"> Number of victims of intentional homicide per 100,000 population, by sex and age. Conflict-related deaths per 100,000 population, by sex, age and cause. Proportion of population subjected to physical, psychological or sexual violence in the previous 12 months. Proportion of population that feel safe walking | <ul style="list-style-type: none"> Security Law and Justice Social and Youth development |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|--|---|--|---|
| | all levels. | | alone around the area they live. | |
| | Lead Sector = Security Law and Justice | End abuse, exploitation, trafficking and all forms of violence against and torture of children. | <ul style="list-style-type: none"> Proportion of children aged 1-17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month. Number of victims of human trafficking per. 100,000 population, by sex, age and form of exploitation. 16.2.3 Proportion of young women and men aged 18-29 years who experienced sexual violence by age 18. | <ul style="list-style-type: none"> Security, Law and Justice Social & Youth Development |
| | | Promote the rule of law at the national and international levels and ensure equal access to justice for all. | <ul style="list-style-type: none"> Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms. Unsentenced detainees as a proportion of overall prison population. | <ul style="list-style-type: none"> Security, Law and Justice |
| | | Significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime. | <ul style="list-style-type: none"> Total value of inward and outward illicit financial flows (in current United States dollars). Proportion of seized small arms and light weapons that are recorded and traced, in accordance with international standards and legal instruments. | <ul style="list-style-type: none"> Security, Law and Justice |
| | | Substantially reduce corruption and bribery in all their forms. | <ul style="list-style-type: none"> Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months. Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months. | <ul style="list-style-type: none"> Security, Law and Justice |
| | | | | |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|------|--|---|--|
| | | Develop effective, accountable and transparent institutions at all levels. | <ul style="list-style-type: none"> Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar). Proportion of the population satisfied with their last experience of public services. | <ul style="list-style-type: none"> Governance and Administration Economic Planning, Budget & Development |
| | | Ensure responsive, inclusive, participatory and representative decision-making at all levels. | <ul style="list-style-type: none"> Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group. | <ul style="list-style-type: none"> Governance and Administration |
| | | Broaden and strengthen the participation of developing countries in the institutions of global governance. | <ul style="list-style-type: none"> Proportion of members and voting rights of developing countries in international organizations. | <ul style="list-style-type: none"> Governance and Administration |
| | | Provide legal identity for all, including birth registration. | <ul style="list-style-type: none"> Proportion of children under 5 years of age whose births have been registered with a civil authority, by age. | <ul style="list-style-type: none"> Security Law and Justice |
| | | Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements. | <ul style="list-style-type: none"> Number of verified cases of killing, kidnapping, enforced disappearance, arbitrary detention and torture of journalists, associated media personnel, trade unionists and human rights advocates in the previous 12 months. Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information. | <ul style="list-style-type: none"> Information, Communication and Media Security, Law and Justice |
| | | Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in developing countries, to prevent | <ul style="list-style-type: none"> Existence of independent national human rights institutions in compliance with the Paris Principles | <ul style="list-style-type: none"> Security, Law and Justice |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|---|---|---|---|
| | | violence and combat terrorism and crime. | | |
| | | Promote and enforce non-discriminatory laws and policies for sustainable development. | <ul style="list-style-type: none"> Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law. | <ul style="list-style-type: none"> Security, Law and Justice |
| 17. | Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. Lead Sector = EPBD | Finance | | |
| | | Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection. | <ul style="list-style-type: none"> Total government revenue as a proportion of GDP, by source. Proportion of domestic budget funded by domestic taxes. | <ul style="list-style-type: none"> Economic Planning, Budget & Development |
| | | Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of gross national income for official development assistance (ODA/GNI) to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries. | Net official development assistance, total and to least developed countries, as a proportion of the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee donors' gross national income (GNI) | <ul style="list-style-type: none"> Finance and Revenue Mobilization Economic Planning, Budget & Development |
| | | Mobilize additional financial resources for developing countries from multiple sources | <ul style="list-style-type: none"> Foreign direct investments (FDI), official development assistance and South-South Cooperation as a proportion of total domestic budget. Volume of remittances (in United States dollars) as a proportion of total GDP. | <ul style="list-style-type: none"> Finance and Revenue Mobilization Economic Planning, Budget & Development |
| | | Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt | <ul style="list-style-type: none"> Debt service as a proportion of exports of goods and services. | <ul style="list-style-type: none"> Finance and Revenue Mobilization Economic Planning, Budget & Development |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|------|--|---|--|
| | | relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress. | | |
| | | Adopt and implement investment promotion regimes for least developed countries. | <ul style="list-style-type: none"> Number of countries that adopt and implement investment promotion regimes for least developed countries. | <ul style="list-style-type: none"> Commerce and Industry |
| | | Technology | | |
| | | Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism. | <ul style="list-style-type: none"> Number of science and/or technology cooperation agreements and programmes between countries, by type of cooperation. Fixed Internet broadband subscriptions per 100 inhabitants, by speed. | <ul style="list-style-type: none"> Governance and Administration (Regional Integration and MIST) Education |
| | | Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed. | <ul style="list-style-type: none"> Total amount of approved funding for developing countries to promote the development, transfer, dissemination and diffusion of environmentally sound technologies. | <ul style="list-style-type: none"> Governance and Administration (MIST) Commerce and Industry |
| | | Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology. | <ul style="list-style-type: none"> Proportion of individuals using the Internet. | <ul style="list-style-type: none"> Governance and Administration (MIST) |
| | | Capacity Building | | |
| | | Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all | <ul style="list-style-type: none"> Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) | <ul style="list-style-type: none"> Economic Planning, Budget & Development Governance |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|------|--|--|--|
| | | the Sustainable Development Goals, including through North-South, South-South and triangular cooperation. | committed to developing countries. | and Administration (HR&CB) • Finance and Revenue Mobilisation |
| | | Trade | | |
| | | Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda. | • Worldwide weighted tariff-average. | • Commerce and Industry |
| | | Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020. | • Developing countries' and least developed countries' share of global exports. | • Commerce and Industry |
| | | Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access. | • Average tariffs faced by developing countries, least developed countries and small island developing States. | • Commerce and Industry |
| | | Systemic Issues - Policy and Institutional Coherence | | |
| | | Enhance global macroeconomic stability, including through policy coordination and policy coherence. | • Macroeconomic Dashboard. | • Economic Planning, Budget & Development |
| | | Enhance policy coherence for sustainable development. | • Number of countries with mechanisms in place to enhance policy coherence of sustainable development. | • Economic Planning, Budget & Development |
| | | Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development. | Extent of use of country-owned results frameworks and planning tools by providers of development cooperation. | • Economic Planning, Budget & Development |

| Goal No. | Goal | Target By 2030 ¹ (Examples of Expected Strategies Highlighted Green) | Indicator | Sector Responsible |
|----------|------|--|--|---|
| | | Systemic Issues - Multi-Stakeholder Partnerships | | |
| | | Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries. | Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals. | <ul style="list-style-type: none"> Economic Planning, Budget & Development |
| | | Encourage and promote effective public, public- private and civil society partnerships, building on the experience and resourcing strategies of partnerships. | Amount of United States dollars committed to public-private and civil society partnerships. | <ul style="list-style-type: none"> Economic Planning, Budget & Development |
| | | Systemic Issues - Data, Monitoring and Accountability | | |
| | | By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts. | <ul style="list-style-type: none"> Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics. Number of countries that have national statistical legislation that complies with the Fundamental Principles of Official Statistics. Number of countries with a national statistical plan that is fully funded and under implementation, by source of funding. | <ul style="list-style-type: none"> Economic Planning, Budget & Development |
| | | Build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries | <ul style="list-style-type: none"> Dollar value of all resources made available to strengthen statistical capacity in developing countries. Proportion of countries that (a) have conducted at least one population and housing census in the last 10 years; and (b) have achieved 100 per cent birth registration and 80 per cent death registration. | <ul style="list-style-type: none"> Economic Planning, Budget & Development |

APPENDIX 3: HEALTH SECTOR PERFORMANCE 2019-2021

| Outcome | Indicator | Baseline | 2019-2021 | Actual | | | Source of Data |
|---|--|-------------------------|------------|--------------------|------|-----------------|----------------|
| | | | Targets | 2019 | 2020 | 2021 | |
| Increased access to modern contraceptives and other health facilities | Proportion of people accessing modern contraceptive | 22.9% (MICS2017) | 34.50% | 27.0% | | | NDHS(2018) |
| Reduced morbidity, mortality and disability due to non-communicable diseases and mental health (Malaria, TBL, HIV/AIDS, etc.) | Neonatal mortality rate | 56/1000 LB (MICS 2017) | 45/1000 LB | 32/1000 Live Birth | | | NDHS(2018) |
| | Infant mortality rate | 78/1000 LB (MICS 2017) | 62/1000 LB | 47/1000 Live Birth | | | NDHS(2018) |
| | Under-five mortality rate | 101/1000 LB (MICS 2017) | 76/1000 LB | 70/1000 Live Birth | | | NDHS(2018) |
| Reduced malnutrition among under-5 children | Proportion of children under-5 that are underweight | 18.70% | 12% | 15.7% | | | NDHS (2018) |
| | Proportion of under-5 children that are stunted | 23.50% | 15% | 23.7% | | | NDHS (2018) |
| Osun Health Insurance Scheme Established | No of Enrollees by OHIS | 0 | 300,000 | | | 84498(2022) JAN | OSHIA |
| Increased access to sexual and reproductive health services | % of women using Modern contraceptives | 24.6% (MICS 2017) | 35% | 64% | | | NNHS.2019 |
| Improved availability and functionality of health infrastructure | Percentage of health facilities that are functional | NA | 30% | | | | |
| Increased availability and use of affordable and accessible quality | Proportion of health facilities with affordable and accessible quality | 29.2% (NHF2016) | 30% | | | | |

| Outcome | Indicator | Baseline | 2019-2021 | Actual | | | Source of Data |
|---|---|--------------------------------|-----------|--------|-------|-------|------------------------------|
| | | | Targets | 2019 | 2020 | 2021 | |
| medicine, vaccines and other health commodities | medicine, vaccine and other health commodities | | | | | | |
| Improved health management information system | Timeliness of health information (proportion of health institutions sending timely reports) | 86.4% (DHIS 2.0 2017) | 90% | | 81.8% | | DHIS(2021) |
| | Comprehensiveness of health information (proportion of health institutions on DHIS that report) | 91.9% (DHIS 2.0 2017) | 94% | | 84.9% | | DHIS(2021) |
| Reduced morbidity, mortality and disability due to non-communicable diseases and mental health (Malaria, TBL, HIV/AIDS, etc.) | Prevalence rates of malaria among children | 54.6 (NMIS 2015) | 41 | 27.7% | | | NDHS 2018 |
| | Mortality rates from malaria | 11% (MIS 2016) | 7% | | | | |
| | Prevalence rate of TBL | 407/1000 (Nig Tb profile 2016) | 305/1000 | 48.9% | 24.9% | 11.1% | ANNUAL TBL REPORT SMOH 20221 |
| | Mortality rates from TB | 4.40% | 4.10% | 3.0% | 3.0% | 3.0% | ANNUAL TBL REPORT SMOH 20221 |
| | Prevalence rate of HIV/AIDS | 1.6 (Sentinel Survey) | 1.2 | 0.9% | | | NAIIS(2018) |
| Reduction in maternal deaths | Proportion of pregnant mothers delivering in health facilities | 73.40% | 80% | 97.6% | | | NNHS(2019) |

APPENDIX 4: AGRICULTURE SECTOR PERFORMANCE 2019-2021

| Outcome | Indicator | Baseline | 2019-2021 | Actual | | | Source of Data |
|------------------------------------|---|------------------------------|-------------------------------|----------|-----------|----------|---|
| | | | Targets | 2019 | 2020 | 2021 | |
| Improved Agricultural Productivity | Crop yield / ha | Cassava-14.6 T/Ha | 19.6T/Ha-24.6 | 16.4T/Ha | 18.2T/Ha | 20.5T/Ha | OSSADEP |
| | | Maize- 1.2 T/Ha | 1.0-1.5 | 1.32T/Ha | 1.38T/Ha | 1.4T/Ha | OSSADEP |
| | | Rice-1.5 T/Ha | 1.7-1.8 | 1.61T/Ha | 1.64T/Ha | 1.75T/Ha | OSSADEP |
| | Number of livestock vaccinated | Cattle (CBPP) -5,000 | 100,000-190,000 | NIL | NIL | NIL | MAFS(VET) |
| | | Sheep & Goats (PPR) - 500 | 700,000-900,000 Sheep & Goats | 226,500 | 246,500 | 256,000 | MAFS(VET) |
| | | Dogs (Rabies) - 350 | 7,500-9,999 Dogs | 5420 | 5,637 | 4850 | MAFS(VET) |
| | | Poultry (Newcastle)- 500,000 | 500,000-1,000,000 Birds | 601,000 | 683,000 | 578,000 | MAFS(VET) |
| | Quality & quantity of agricultural produce | Catfish- 1000 MT | 1200 - 1,700MT | 505MT | 506MT | 503MT | MAFS(FISH) |
| | | Tilapia-200MT | 300 - 500 MT | 10MT | 10MT | 09MT | MAFS(FISH) |
| | | Cocoa - 20,000 MT | 25,000MT | 23,685 | 11,486.50 | 12,527 | MAFS(PROD) |
| | Number of contact and other farmers visited and trained | 30,000 | 40,000 | 3,600 | 2,400 | 3,300 | OSSADEP |
| | Number of demonstration plots established | 10,000 | 20,000 | 6 | 3 | 5 | OSSADEP |
| | Level of adoption of modern technology | 70% | 80% | 73% | 75% | 78% | OSSADEP |
| | Number of farmers registered (farming families) | 256,000 | 300,000 | 10,500 | 11,400 | 12,200 | OSSADEP |
| | Cottage poultry processing centre | 1 | 1 | 0 | 0 | 0 | MAFS(LIV.) |
| | Agro-processing equipment supplied | 6 Garri processing machines | 20 | 0 | 0 | 0 | Monthly & Annual Report of the Corporation (OSSADEC) |
| | | 3 Yam flour making machines | 3 | 0 | 0 | 0 | Monthly & Annual Report of the Corporation (OSSADEC) |

| Outcome | Indicator | Baseline | 2019-2021 | Actual | | | Source of Data |
|------------------------------------|--|------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|---|
| | | | Targets | 2019 | 2020 | 2021 | |
| | | 10 cassava chippings machines | 3 | 0 | 0 | 0 | Monthly & Annual Report of the Corporation (OSSADEC) |
| | | 9 Rice harvesters | 25 | 0 | 0 | 0 | Monthly & Annual Report of the Corporation (OSSADEC) |
| | | 103 smoking kilns | 1020 | 25 | 20 | 15 | MAFS(FISH) |
| | | Plantain processing machine | 1 | 0 | 0 | 0 | MAFS(PROD) |
| | | 40 cold rooms | 50 | 33 | 29 | 22 | MAFS(FISH) |
| | | Pork processing machine | 1 | 0 | 0 | 0 | MAFS(LIV.) |
| | Farmers' level of income | Range from 55,000 - 350,000/annual | 150,000 - 500,000 | 180,700.00 | 195,000.00 | 220,000.00 | MA&FS |
| | Level of food security of farmers | 6 months | 8 months | 7 months | 7 months | 7 months | MA&FS |
| Improved fish processing mechanism | Smoking kilns | 1002 | 1010 | 25 | 20 | 15 | MAFS(FISH) |
| | Cold rooms | 40 | 50 | 0 | 0 | 0 | MAFS(FISH) |
| | Solar dryers | 0 | 3 | 0 | 0 | 0 | MAFS(FISH) |
| Ensured Food Security | Number of months of farming per year | 7 months of farming per year | 8 months of farming per year | 7 months of farming per year | 7 months of farming per year | 8 months of farming per year | OSSADEP |
| | % of farm estates/ farmland under irrigation | 0 | 25% | 5% | 5% | 5% | OSSADEP |
| | % Output of crops from irrigated land | NA | 25% | 5% | 5% | 5% | OSSADEP |
| | Number of earth dams constructed (Man- made) for irrigation | 11 | 50 | 6 | 6 | 6 | MIN. OF WATER RESOURCES |
| | Number of bore-holes drilled for crop irrigation | NA | 100 | NIL | NIL | 1 | MAFS(A/S) |
| | Number of processing or cottage industries | 92 cribs | 120cribs | 0 | 0 | 0 | MAFS(PROD) |
| | Number of farmers | 35 farmers | 120 farmers | 0 | 0 | 0 | MAFS(PROD) |

| Outcome | Indicator | Baseline | 2019-2021 | Actual | | | Source of Data |
|--|---|----------------|----------------|-----------|------------|------------|---|
| | | | Targets | 2019 | 2020 | 2021 | |
| | benefited | | | | | | |
| | Number of active agricultural cooperatives empowered | 496 | 1,000 | NA | NA | NA | |
| Improved financial capacity of farmers | Number of farmer beneficiaries | 1,500 | 3,500 | 40 | 66 | 62 | OSSADEC Corporation's loan statistic file |
| | Volume of loan | ₦145m | 500m -1B | 7,150,000 | 10,000,000 | 10,000,000 | OSSADEC Corporation's loan statistic file |
| Reduced youth restiveness /rural urban migration | Number of youth trained | 2846 youths | 3000 youths | NIL | NIL | NIL | MAFS(AGR. SER) |
| | Number of small ruminant (sheep and goat) fattened | 1,500 fattened | 7,500 fattened | 0 | 0 | 0 | MAFS(LIV.) |
| | Employment opportunities generated due to dry season/irrigation farming | NA | 5,000 | NIL | NIL | NIL | MAFS AGR/SER |
| | Micro animal multiplication | NA | 2,500 | NIL | NIL | NIL | MAFS(L/S) |
| | Number of demonstration centre | NA | 1 | 0 | 1 | 0 | MAFS |
| | Number of cocoa farmers (youth) trained on good agricultural practices | 900 | 4500 | NIL | NIL | NIL | MAFS(TCP) |
| | Number of farmer field schools | 30 | 40 | NIL | NIL | NIL | MAFS(TCP) |
| | Number of women trained in modern | | | | | | |
| | garri production | 1,000 | 2000 | NIL | NIL | NIL | MAFS(TCP) |
| | Orogbo (bitter kola) production | 1,000 | 2000 | NIL | NIL | NIL | MAFS(TCP) |
| | Number of youths engaged and benefitted in arable farming through QIIP | 11,460 | 20,000 | NIL | NIL | NIL | QIIP Office |

| Outcome | Indicator | Baseline | 2019-2021 | Actual | | | Source of Data |
|---|---|--|--------------------|--------------|--------------|--------------|---|
| | | | Targets | 2019 | 2020 | 2021 | |
| Increased access to farmland | Hectares of farmland allocated/ cultivated | 12,000 Ha | 13,000Ha | 0 | 0 | 16,252H a | MAFS(A/S) |
| Increased Revenue Generation | Quantum of revenue generated (agricultural produce) | ₦153,175,000 | ₦199,127,000 | ₦170,705,500 | ₦119,238,500 | ₦117,020,740 | MAFS(PROD) |
| | Meat inspection | ₦22,241,000 | ₦30,000,000 | ₦22,957,486 | ₦25,000,630 | ₦20,373,790 | MAFS(VET) |
| | Agricultural product | ₦3,325,500 | ₦12,976,500 | NIL | NIL | NIL | MAFS |
| | Tractorisation | ₦800,000 | ₦1.4M | ₦280,000 | ₦676,000 | ₦292,500 | Monthly & Annual Report of the Corporation (OSSADEC) |
| | Land clearing | ₦3M | ₦10M | ₦300,000 | ₦1,000,000 | ₦1,650,000 | Monthly & Annual Report of the Corporation (OSSADEC) |
| | Other agricultural produce | ₦550,000.00 | ₦2m | NIL | NIL | NIL | MAFS(PROD) |
| | Chick rearing: started broiler | 1,500 | 4,500 | 0 | 0 | 0 | MAFS(LIV) |
| | Point of lay | 2,000 | 0 | 500 | NIL | NIL | MAFS(LIV.) |
| | Table size broiler | 24,000 | 600,000 | 800,000 | 200,000 | 140,000 | MAFS(LIV.) |
| Improved hygiene and safety of wholesome meat for public consumption | Number of animals certified for consumption | 39,375 live cattle | 40,000 - 50,000 | 49,134 | 46,515 | 46,763 | MAFS(VET) |
| | Reduced incidence of disease | 2000 | 1000 | 15.00% | 14% | 14.00% | MAFS(VET) |
| Improved access to genuine inputs at affordable prices at closest range | Quality and quantity of agric produce/ input | 12,000MT of Fertilizer | 15,500MT - 16000MT | NIL | NIL | NIL | OSSADEP |
| | | Herbicides- 26,142 litres | 30,500 litres | NIL | NIL | NIL | OSSADEP |
| | | Herbicides- 6,400Kg | 8,000Kg | NIL | NIL | NIL | OSSADEP |
| | | Insecticides- 2,650 litres | 3,500 litres | NIL | NIL | NIL | OSSADEP |
| | | Minor equipment i.e. sprayers, cutlasses, files -- 10,000 unit | 15,000 unit | NIL | NIL | NIL | OSSADEP |
| | Quality of seeds supplied to farmers | Seeds- 7.0MT | 10.0MT | 0 | 0 | 1MT | OSSADEP |
| | % of farming household using | 10% | 25% | 10% | 8% | 12% | OSSADEP |

| Outcome | Indicator | Baseline | 2019-2021 | Actual | | | Source of Data |
|--|---|--------------|-----------------|---------------------------------------|---|---|---|
| | | | Targets | 2019 | 2020 | 2021 | |
| | fertilizer | | | | | | |
| | % output of various crops | 30% | 40% | MAIZE=3% CASSAVA=15% % COCOA=3% | MAIZE=2.2% CASSAVA=10% COCOA=3.5% | MAIZE=4.3% CASSAVA=19% COCOA=2.7% | OSSADEP |
| Improved agricultural mechanisation services | Number of : | | | | | | |
| | tractors available | 10 tractors | 30 -40 tractors | 20 tractors | 20 tractors | 20 tractors | MAFS, OSSADEC, OSSADEP |
| | Bulldozers available | 5 bulldozers | 3 bulldozers | 3 bulldozers | 3 bulldozers | 3 bulldozers | Monthly & Annual Report of the Corporation (OSSADEC) |
| | Size of arable land cultivated or tractorised | 1180 ha | 10,000 ha | 124 Ha | 124 Ha | 45Ha | MAFS, OSSADEC |
| | Area of land cleared | 799 Ha | 3,500 Ha | 60 Ha | 20 Ha | 33 Ha | Monthly & Annual Report of the Corporation (OSSADEC) |
| | Number of farmer beneficiaries | 670 farmers | 2,500 farmers | 43 farmers | 14 farmers | 23 farmers | Monthly & Annual Report of the Corporation (OSSADEC) |
| | Planters | 4 | 8 | 4 | 4 | 4 | Monthly & Annual Report of the Corporation (OSSADEC) |
| | Boom Sprayers | 2 | 10 | 2 | 2 | 2 | Monthly & Annual Report of the Corporation (OSSADEC) |
| | Harvester | 1 | 5 | 1 | 1 | 1 | Monthly & Annual Report of the Corporation (OSSADEC) |
| | Low loaders available | 1 | 3 | 1 | 1 | 1 | Monthly & Annual Report of the Corporation (OSSADEC) |
| | Expansion of ponds in five locations | 50 ponds | 120 ponds | 0 | 0 | 10 ponds | MAFS(FISH) |

| Outcome | Indicator | Baseline | 2019-2021 | Actual | | | Source of Data |
|---|--|--------------|-----------|---------|------|---------|----------------|
| | | | Targets | 2019 | 2020 | 2021 | |
| Reduced herdsmen /arable farmers clash | Number of grazing reserve stock route/ conflict resolved | 300 resolved | 500 | 250 | 200 | 180 | MAFS(LIV.) |
| Improved quality of feed ingredients and finished livestock feeds | Number of feedmill and feed vendors registered | NA | 120 | 5 | 15 | 25 | MAFS(LIV.) |
| Improved breeds of livestock | Number of pig multiplication | 480 weaners | 1,400 | 254 | 200 | 150 | MAFS(LIV.) |
| | Number of processing plants | NA | 1 | 1 | 1 | 1 | MAFS(LIV.) |
| | Number of demonstration centres | 1 | 1 | 1 | 1 | 1 | MAFS(LIV.) |
| Improved varieties of seedlings | Number of cocoa seedlings raised and distributed to farmers | 2000 | 900,000 | 200,000 | 0 | 100,000 | MAFS(TCP) |
| | Number of oil palm seedlings raised and distributed to farmers | 56,000 | 336,000 | 0 | 0 | 0 | MAFS(TCP) |
| | Number of cashew seedlings raised and distributed to farmers | 0 | 200,000 | 0 | 0 | 0 | MAFS(TCP) |

Appendix 5: Education Sector Performance 2019-2021

| Outcome | Indicator | Baseline | 2019-2021 Targets | Actual | | | Source of Data |
|--|---|--|--------------------------|--------------------------|--------------------------|------------------------|-------------------------|
| | | | | 2019 | 2020 | 2021 | |
| Increased number of students leaving school with a defined purpose in life | Percentage of students who leave or graduate from Primary, JSS and SSS school and technical & vocational colleges that end up „Not in Employment, Education or Trainingfi (NEET). | Primary 30% JSS 35% SSS 50% Tech. 25% | 15% 15% 15% 15% | 25% 27% 45% 20% | 23% 25% 47% 17% | 20% 23% - 17% | |
| | Pupils and students drop out rate | 23% | 15% | 22% | 20% | 20% | |
| Improved learning and teaching environment through School Infrastructure Reform programmes / projects. | Primary School Enrolment rate | 73% | 86% | 76% | 77% | 79% | |
| | Secondary/Technical/Vocational School Enrolment rate | 66% | 88% | 70% | 72% | 75% | |
| | Adult and Vocational Education Enrolment rate | 0.4 % | | | | | |
| Increased number of qualified teachers and instructors. | Percentage of qualified teachers/tutors/instructors | Teachers/Instructors • Primary School: 97% | 100% | 97% | 97% | 97% | Annual Schoolsfi Census |
| | | Junior Secondary School: 70% | 100% | 97% | 97% | 97% | |
| | | SSS Secondary: 90% | 100% | 92% | 93% | 95% | |
| | | Technical : 100% | 100% | 100% | 100% | 100% | |
| | | College of Education: 100% | 100% | 100% | 100% | 100% | |
| | | College of Technology: 100% | 100% | 100% | 100% | 100% | |
| | | University: | 100% | 100% | 100% | 100% | |
| Reduced dependency of tertiary institutions on government funding. | Percentage of Funding by the State Government | | 50% | | | | |
| Improved performance of Students in external examinations (WASSCE, NECO, NABTEB, etc.) | Percentage of Students qualified for admission to tertiary institution | 40.81% | 95% | 59.35% | 19.98% | | WAEC, OCTOBER, 2021 |
| Improved Capacity development, evaluation and assessment for teachers, lecturers | Percentage of teachers and administrators trained | • Primary: 45% | 80 % | 65% | 67% | 68% | |
| | | • JSS School: 35% | 75 % | 50% | 55% | 60% | |

| Outcome | Indicator | Baseline | 2019-2021 Targets | Actual | | | Source of Data |
|---|--|--|-------------------|--------|------|------|----------------|
| | | | | 2019 | 2020 | 2021 | |
| and educational administrators | | <ul style="list-style-type: none"> SSS School: 0% | 60 % | 35% | 37% | 39% | |
| | | <ul style="list-style-type: none"> Technical College: 0% | 50% | 30% | 35% | 35% | |
| | | <ul style="list-style-type: none"> Tertiary institutions: 10% | 60% | 20% | 30% | 40% | |
| | Periodic evaluation and recertification of teachers and administrations | <ul style="list-style-type: none"> Primary: 10% | 75 % | | | | |
| | | <ul style="list-style-type: none"> JSS School: 10% | 75 % | | | | |
| | | <ul style="list-style-type: none"> SSS School: 10% | 75 % | | | | |
| | | <ul style="list-style-type: none"> Technical College: 5% | 75 % | | | | |
| | | <ul style="list-style-type: none"> Tertiary institutions: 50% | 75 % | | | | |
| Improved awareness of responsible parenting as critical factor for student performance and achievement. | Percentage of parental involvement and commitment to education of their wards. | 30% | 60% | 35% | 38% | 40% | |

APPENDIX 6: SOCIAL DEVELOPMENT & WELFARE SECTOR PERFORMANCE 2019-2021

| Outcome | Indicator | Baseline | 2019 - 2021 Targets | Actual | | | Source of Data |
|--|--|---|--|------------------------|--|---------------------------------|--|
| | | | | 2019 | 2020 | 2021 | |
| | * Strategic implementation framework (SIF) to the SGP developed | * No strategic implementation framework | * Devt of SIF | Printed Copies of GESI | Actualizing @ least 40% GESI Inclusion in Budget Process | Intensified GESI Budget Process | |
| | * Percentage of compliance to existing gender responsive policies and laws | | * Gender mainstreaming strategies are drawn up for the State; with a monitoring framework for compliance | 10% | 15% | 20% | Ministry of Women, Children and Social Affairs |
| Improved Standard of living restoration of healthy living | * Infant mortality | 0.92% (HMB/SBS) | 0.75% | 0.99 | 0.56 | 0.78 | Health Information |
| | * Maternal mortality | 1.18% (HMB/SBS) | 0.65% | 1.94 | 0.27 | 0.78 | Management Dept |
| | * Poverty Rate | 10.9% (World Bank) 18 | 9.90% | 8.52% | 8.52% | NA | State Bureau of Statistics |
| | * Number of LGAs covered for financial assistance (SCTU) | | 21 | 30 + 1 Area Office | 30 + 1 Area Office | 30 + 1 Area Office | State Cash Transfer Unit |
| Improved technical capacity in gender mainstreaming / Gender Responsive Budgeting (GRB) across all sectors to ensure gender equity and social inclusiveness in the State | Number of sectors where public officers are trained and/ or have technical skill in gender mainstreaming & Gender Responsive Budgeting | Technical skill for Gender Mainstreaming & GRB does not exist in any of the sectors | 25% sectors have their staff trained in GM/GRB and can use this in policy planning for development, including engendering of programmes and projects | Nil | Nil | Nil | |
| Reduced numbers of fire disasters in the State to the barest minimum | Number of fire outbreak recorded | 121 fire outbreaks | 90 fire outbreak | 124 | 169 | 89 | Osun State Fire Service |

| Outcome | Indicator | Baseline | 2019 - 2021 Targets | Actual | | | Source of Data |
|---|--|---|---|--------|------|---------|--|
| | | | | 2019 | 2020 | 2021 | |
| Abandonment of Female Genital Mutilation/ Cutting (FGM/C) in the State | FGM Prevalence | 76.3% (NDHS:2013) | 50% | 45.90% | | 45.90 % | NDHS 2018 |
| Improved Psychosocial support and counseling to women, youth, children and vulnerable | Number of people counseled | 500 | 50% of reported cases | 92 | 96 | 257 | Ministry of Women, Children and Social Affairs |
| | *Number of cases of domestic violence recorded | No record | 50% recorded and prosecuted | 92 | 96 | 257 | Ministry of Women, Children and Social Affairs |
| Improved infrastructural facilities in the communities | Number of facilities provided in the community | 144 facilities provided (number of communities with these facilities) | 40% of communities in the State have basic infrastructural facilities | 43% | 45% | 49% | Ministry of Women, Children and Social Affairs |

APPENDIX 7: SECURITY, LAW & JUSTICE SECTOR PERFORMANCE 2019-2021

| Outcome | Indicator | Baseline | 2019-2021 | Actual | | | Source of Data |
|---|--|--|-------------------------|----------------------|----------------------|----------------------|------------------|
| | | | Targets | 2019 | 2020 | 2021 | |
| Reduced crime rate in the State | Crime rate | 61.48 | 35% | NA | NA | NA | |
| Improved access to justice | Number of cases disposed of | Over 130 cases in 2017. | 180-200 cases | 2887 | 4315 | 5743 | |
| Quick delivery of justice | Average duration of cases | 3 years | 24 months | 30 months | 30 months | 30 months | |
| Decongested prisons | Number of prisons with inmates exceeding capacity | 1,307 | 900 | | | | |
| Increased domestication of relevant federal legislation | Number of federal Legislation domesticated | 7 | 70 | 1 | 5 | Nil | |
| Decongested court dockets through introduction of ADR mechanisms | Number of cases filed by sex, types of cases, types of court, age and jurisdiction | 715 cases settled between 2013 & 2017. | 20,000 | 7,108 219 (PD&CR) | 4,313 166 (PD&CR) | 2,795 252 (PD&CR) | MoJ Courts PD&CR |
| Additional judicial divisions | Number of new judicial divisions created | 9 Judicial Divisions | 8 Judicial Divisions | 3 | 1 | 1 | ffi |
| | | 24 Magisterial Districts | 4 Magisterial Districts | | 1 | 1 | ffi |
| Improved protection of the rights of women, juveniles and vulnerable persons in the State | Number of specialized courts | 1 | 2 | NA | NA | NA | ffi |

APPENDIX 8: COMMERCE & INDUSTRY SECTOR PERFORMANCE 2019-2021

| Outcome | Key Performance Indicator | Baseline | 2019-2021 Targets | Actual | | | Source of Data |
|---|---|-----------------------------|-----------------------|--------------|--------------|--------------|---|
| | | | | 2019 | 2020 | 2021 | |
| Increased revenue generation | Amount of revenue generated | 80 Million per annum (2017) | 800 Million per annum | 59.2 Million | 47.3 Million | 73.0 Million | Infinity/Commerce & Industry Sector |
| Increased job creation | Number of jobs created | 19,500 jobs created in 2017 | 23,400 | 2,530 | 6,415 | 7,230 | Ministry of Commerce, Industry, Cooperatives and Empowerment SMEDAN |
| Enhanced capacity of tradesmen and artisans | Number of artisans whose capacity is enhanced | 170 (2017) | 340 per annum | - | 2,326 | 7,250 | Ministry of Commerce, Industry, Cooperatives and Empowerment |
| Increased access to affordable credit facilities | Number of people who have access to soft credit facilities | 10,200 (2017) | 20,400 per annum | 1,255 | 3,340 | 6,230 | Osun Micro Credit Agency and Ministry of Commerce, Industry, Cooperatives and Empowerment |
| Increased patronage/visits by local and foreign tourists | Number of visiting tourists | 53,803 (2017) | 67,254 | 27,620 | 6,190 | 20,038 | Ministry of Culture and Tourism, Osun Tourism Board and Council for Arts and Culture |
| Reduced gender gap in commercial and industrial opportunities | Proportion of males to females having commercial and industrial opportunities | 4:1 (2017) | 4:2 | 1.8:1 | 2.2:1 | 1.5:1 | Ministry of Commerce, Industry, Cooperatives and Empowerment SMEDAN |
| Increased access to investible fund | Level of access to investible fund | 0% | 10% | 6.1% | 49% | 60% | Osun Micro Credit Agency and Ministry of Commerce, Industry, Cooperatives and Empowerment |
| Increased revenue from Tourism activities | Level of revenue from tourism activities | 15% | 40% | 16.1% | | 20.9% | |
| Increased revenue from cultural promotion activities | Level of revenue from cultural promotion activities | 5% | 10% | 0.2% | | 0% | |

APPENDIX 9: LIST OF THE LOCAL ADMINISTRATIVE DIVISIONS OF OSUN STATE

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

Source: Osun Ministry of Local Government and Chieftaincy Affairs

APPENDIX 10: OSUN STATE POPULATION DISTRIBUTION BY LGA

| S/N | Local Government Area | 2006 ACTUAL POPULATION FIGURES | | | 2022 POPULATION PROJ | | | 2032 POPULATION PROJ | | |
|-----|-----------------------|--------------------------------|------------------|------------------|----------------------|------------------|------------------|----------------------|------------------|------------------|
| | | Male | Female | Total | Male | Female | Total | Male | Female | Total |
| 1 | Atakunmosa East | 38,945 | 37,160 | 76,105 | 64,266 | 61,320 | 125,586 | 87,889 | 83,861 | 171,750 |
| 2 | Atakunmosa West | 34,859 | 33,491 | 68,350 | 57,523 | 55,266 | 112,789 | 78,668 | 75,581 | 154,249 |
| 3 | Ayedaade | 76,032 | 73,537 | 149,569 | 125,466 | 121,348 | 246,814 | 171,585 | 165,955 | 337,540 |
| 4 | Ayedire | 38,299 | 38,010 | 76,309 | 63,200 | 62,723 | 125,923 | 86,431 | 85,779 | 172,210 |
| 5 | Boluwaduro | 36,045 | 34,909 | 70,954 | 59,480 | 57,606 | 117,086 | 81,345 | 78,781 | 160,125 |
| 6 | Boripe | 71,052 | 67,690 | 138,742 | 117,248 | 111,700 | 228,948 | 160,347 | 152,759 | 313,106 |
| 7 | Ede North | 42,282 | 41,536 | 83,818 | 69,772 | 68,541 | 138,314 | 95,420 | 93,736 | 189,156 |
| 8 | Ede South | 38,233 | 37,256 | 75,489 | 63,091 | 61,479 | 124,570 | 86,282 | 84,078 | 170,360 |
| 9 | Egbedore | 37,302 | 36,667 | 73,969 | 61,555 | 60,507 | 122,061 | 84,181 | 82,748 | 166,930 |
| 10 | Ejigbo | 67,437 | 65,078 | 132,515 | 111,282 | 107,390 | 218,672 | 152,189 | 146,865 | 299,053 |
| 11 | Ife Central | 88,403 | 78,801 | 167,204 | 145,880 | 130,035 | 275,915 | 199,504 | 177,834 | 377,338 |
| 12 | Ife East | 95,106 | 93,508 | 188,614 | 156,941 | 154,304 | 311,245 | 214,631 | 211,024 | 425,655 |
| 13 | Ife North | 76,852 | 76,422 | 153,274 | 126,819 | 126,109 | 252,928 | 173,436 | 172,465 | 345,901 |
| 14 | Ife South | 68,450 | 66,040 | 134,490 | 112,954 | 108,977 | 221,931 | 154,475 | 149,036 | 303,510 |
| 15 | Ifedayo | 19,227 | 18,281 | 37,508 | 31,728 | 30,167 | 61,895 | 43,391 | 41,256 | 84,646 |
| 16 | Ifelodun | 48,567 | 47,877 | 96,444 | 80,144 | 79,005 | 159,149 | 109,604 | 108,046 | 217,650 |
| 17 | Ila | 31,488 | 30,566 | 62,054 | 51,961 | 50,439 | 102,400 | 71,061 | 68,980 | 140,040 |
| 18 | Ilesa East | 52,721 | 52,695 | 105,416 | 86,999 | 86,956 | 173,954 | 118,978 | 118,919 | 237,898 |
| 19 | Ilesa West | 52,985 | 53,824 | 106,809 | 87,434 | 88,819 | 176,253 | 119,574 | 121,467 | 241,041 |
| 20 | Irepodun | 60,553 | 59,037 | 119,590 | 99,923 | 97,421 | 197,344 | 136,653 | 133,232 | 269,885 |
| 21 | Irewole | 71,730 | 71,076 | 142,806 | 118,367 | 117,287 | 235,654 | 161,877 | 160,401 | 322,278 |
| 22 | Isokan | 51,304 | 50,756 | 102,060 | 84,660 | 83,756 | 168,416 | 115,780 | 114,544 | 230,324 |
| 23 | Iwo | 96,419 | 94,929 | 191,348 | 159,108 | 156,649 | 315,757 | 217,594 | 214,231 | 431,825 |
| 24 | Obokun | 59,587 | 57,263 | 116,850 | 98,329 | 94,494 | 192,822 | 134,473 | 129,228 | 263,701 |
| 25 | Odo-Otin | 67,956 | 64,122 | 132,078 | 112,139 | 105,812 | 217,951 | 153,360 | 144,707 | 298,067 |
| 26 | Ola-Oluwa | 39,233 | 36,994 | 76,227 | 64,741 | 61,046 | 125,787 | 88,539 | 83,486 | 172,025 |
| 27 | Olorunda | 66,684 | 64,965 | 131,649 | 110,040 | 107,203 | 217,243 | 150,489 | 146,610 | 297,099 |
| 28 | Oriade | 75,213 | 73,166 | 148,379 | 124,114 | 120,736 | 244,850 | 169,737 | 165,117 | 334,854 |
| 29 | Orolu | 52,790 | 50,042 | 102,832 | 87,112 | 82,578 | 169,690 | 119,134 | 112,932 | 232,066 |
| 30 | Osogbo | 78,395 | 77,112 | 155,507 | 129,365 | 127,248 | 256,613 | 176,918 | 174,023 | 350,941 |
| | Osun State | 1,734,149 | 1,682,810 | 3,416,959 | 2,861,639 | 2,776,921 | 5,638,559 | 3,913,542 | 3,797,683 | 7,711,225 |
| | Nigeria | | | | | | | | | |

Source: Nationa Population Commission (State Population by Sex and LGAs (2006)) & Osun State Bureau of Statistics (Population Projection)

APPENDIX 11: LIST OF MAJOR MINERAL RESOURCES AND THEIR LOCAL GOVERNMENT AREAS OF DEPOSIT

| Name of Local Government | Headquarters | Known for (Mineral Resources) | Known for (Agricultural Products) |
|--------------------------|---------------|---|---|
| Aiyedaade | Gbongan | Mica, Aquamarine, Gravel, Molybdenite | Plantain, Citrus, Cassava, Yam, Cocoa-Yam, Oil Palm, Mango, Livestock, Beans, Soya Beans, Cotton, bamboo and Cashew |
| Aiyedire | Ile-Ogbo | Gravel, Molybdenite | Citrus, Cassava, Cocoa-Yam, Yam, Maize, Beans, Pawpaw, Bamboo, Livestock, Plantain and Oil Palm |
| Atakunmosa East | Iperindo | Gold, Cassiterite, Columbite, Talc, Feldspar, Clay, Ilmenite, Gravel, Molybdenite | Plantain, Citrus, Cassava, Cocoa- Yam, Oil Palm, Mango, Livestock and Cashew |
| Atakunmosa West | Osu | Gold, Cassiterite, Columbite, Clay, Ilmenite, Gravel, Molybdenite | Plantain, Citrus, Cassava, Cocoa- Yam, Oil Palm, Mango, Livestock and Cashew |
| Boluwaduro | Otan-Ayegbaju | Gravel, Molybdenite | Citrus, Cassava, Cocoa-Yam, Yam, Maize, Beans, Pawpaw, Bamboo, Livestock, Plantain, Cotton, Potato and Oil Palm |
| Boripe | Iragbiji | Aquamarine, Gravel, Molybdenite | Cashew, Pineapple, Citrus, Mango, Guava, Orange (Grape and Lime), Pawpaw and Bamboo |
| Ede North | Oja-Timi | Feldspar, Clay, Tantalite, Gravel, Molybdenite | Cashew, Pineapple, Citrus, Cassava, Yam, Cocoa Yam, Maize, Beans, Soya Beans, Oil Palm, Live Stock, Vegetable, and Bamboo |
| Ede South | Oke-Iresi | Feldspar, Clay, Gravel, Molybdenite | Cashew, Pineapple, Citrus, Cassava, Yam, Cocoa Yam, Cotton Mango, Maize, Beans, Soya Beans, Oil Palm, Live Stock, Vegetable, and Bamboo |
| Egbedore | Awo | Tantalite, Gravel, Molybdenite | Cashew, Pineapple, Citrus, Cassava, Yam, Cocoa Yam, Cotton Mango, Maize, Beans, Soya Beans, Oil Palm, Live Stock, Vegetable, and Bamboo |
| Ejigbo | Ejigbo | Iron Ore, Gravel, Molybdenite | Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans, Maize, Pawpaw and Bamboo |
| Ife Central | Ile-Ife | Cassiterite, Kaolin, Gravel, Molybdenite | Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans, Maize, Pawpaw, Bread, Fruit, Vegetable and Bamboo |
| Ifedayo | Oke-Ila | Mica, Kaolin, Gravel, Molybdenite | Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans, Maize, Pawpaw and Bamboo |
| Ife East | Oke- | Columbite, Gravel, | Cashew, Pineapple, Citrus, Mango, Guava, |

| Name of Local Government | Headquarters | Known for (Mineral Resources) | Known for (Agricultural Products) |
|--------------------------|--------------|---|---|
| | Ogbo | Molybdonite | Yam, Beans, Maize, Beans, and |
| Ifelodun | Ikirun | Talc, Clay, Gravel, Molybdonite | Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans, Maize, Pawpaw and Bamboo |
| Ife North | Ipetumodu | Clay, Gravel, Molybdonite | Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans, Maize, Beans, and |
| Ife South | Ifetedo | Gravel, Molybdonite | Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans and Maize |
| Ila | Ila-Orangun | Aquamarine, Sillimanite, Gravel, Molybdonite | Cashew, Pineapple, Citrus, Mango, Guava, Yam, Beans, Maize, and Cotton |
| Ilesha East | Ilesa | Kaolin, Ilmenite, Gravel, Molybdonite | Plantain, Banana, Citrus, Cassava, Cocoa yam, Maize, Oil Palm, Cashew, Vegetable, Pineapple, Mango, Guava and Livestock |
| Ilesha West | Ereja | Kaolin, Gravel, Molybdonite | Plantain, Banana, Citrus, Cassava, Cocoa yam, Maize, Oil Palm, Cashew, Vegetable, Pineapple, Mango, Guava and Livestock |
| Irepodun | Ilobu | Gravel, Molybdonite | Cashew, Pineapple, Citrus, Cocoyam, Maize, Oil Palm, Plantain, Cotton, Bamboo, Guava, Mango, Grape and Vegetable |
| Irewole | Ikire | Talc, Mica, Tourmaline, Gravel, Molybdonite | Plantain, Banana, Citrus, Cassava, Cocoa yam, Maize, Oil Palm, Cashew, Vegetable, Soya beans, Breadfruit, Cotton, Bamboo, Pineapple, Mango, Guava and Livestock |
| Isokan | Apomu | Gravel, Molybdonite | Cashew, Pineapple, Citrus, Cocoyam, Maize, Oil Palm, Plantain, Cotton, Bamboo, and Livestock |
| Iwo | Iwo | Gravel, Molybdonite | Cashew, Pineapple, Citrus, Cocoyam, Maize, Oil Palm, Plantain, Cotton, Bamboo, Soya Beans, Basket and Livestock |
| Obokun | Ibokun | Tantalite, Sillimanite, Zircon, Gravel, Molybdonite | Cashew, Pineapple, Citrus, Cocoyam, Maize, Oil Palm, Plantain, Cotton, Bamboo, Soya Beans, Basket and Livestock |
| Odo-Otin | Okuku | Gravel, Molybdonite | Cashew, Pineapple, Citrus, Cassava, Yam, Cocoyam, Maize, Beans, Soya Beans, Oil Palm, Plantain, Bamboo, Basket, Potatoes and Cotton |
| Ola-Oluwa | Bode-Osi | Iron Ore, Gravel, Molybdonite | Cashew, Pineapple, Citrus, Cassava, Yam, Cocoyam, Maize, Beans, Soya Beans, Oil Palm, Plantain, Bamboo, Basket, Potatoes and Cotton |
| Olorunda | Igbona | Gravel, Molybdonite | Cashew, Pineapple, Citrus, Cassava, Yam, |

| Name of Local Government | Headquarters | Known for (Mineral Resources) | Known for (Agricultural Products) |
|--------------------------|--------------|--|---|
| | | | Cocoyam, Maize, Beans, Soya Beans, Oil Palm, Plantain, Bamboo, Basket, Potatoes and Cotton |
| Oriade | Ijebu-Jesa | Sillimanite, Zircon, Ilmenite, Gravel, Molybdenite | Cashew, Pineapple, Citrus, Cassava, Yam, Cocoyam, Maize, Beans, Soya Beans, Oil Palm, Plantain, Bamboo, Basket, Potatoes and Cotton |
| Orolu | Ifon-Osun | Gravel, Molybdenite | Cashew, Pineapple, Citrus, Cassava, Yam, Cocoyam, Maize, Beans, Soya Beans, Oil Palm, Plantain, Bamboo, Basket, and Potatoes |
| Osogbo | Osogbo | Zircon, Gravel, Molybdenite | Cassava, Maize, Yam |

APPENDIX 12: BRIEFS ON FESTIVALS AND OTHER CULTURAL HERITAGE IN OSUN STATE

| S/N | Cultural Festival | Festival Brief |
|-----|-------------------------------------|---|
| 1 | <i>Osun-Osogbo Festival</i> | <p>It is celebrated in August every year and usually lasts for two weeks. The festival commences with Igopogo, the traditional cleansing of the town from evil; three days after which the Ina Olojumerindinlogun (16-point lamp), a 600-year-old lamp is lit. This is followed by the Iboriade; an event where all the crowns of the past kings of Osogbo or Ataojas are assembled for blessing by the sitting Ataoja of Osogbo, the Arugba, the eye Osun, and a Committee of Priestesses.</p> <p>Susanne Wenger, an Austrian Artist, who later changed her name to Adunni Olorisa when she finally settled in Osogbo, brought fame to the now internationally recognized Osun-Osogbo Festival. She died on January 12, 2009 and was buried in Osogbo.</p> |
| 2 | <i>Ori Olokun Festival, Ile_Ife</i> | <p>Ori Olokun is one of the most powerful and dangerous of the Orishas in Osha and Ifa. Its characteristics are found in the depths of the Ocean. The word "Olukun" is a contraction; "Olo" meaning "owner", and "okun" meaning "ocean". Both of these words are the names given to describe a complex convergence of spiritual forces that are key elements in the Ifa concept of fertility.</p> |
| 3 | <i>Olojo Festival, Ile_Ife</i> | <p>Celebration in remembrance of "Lord Ogun", the god of iron, whose representative is believed to be the first son of Oduduwa, progenitor of the Yoruba people. On this day, the Ooni appears after several days of seclusion, communing with the ancestors and praying for his people. This ritual is to make him pure and ensure the efficacy of his prayers. Before the Ooni emerges, women from his maternal and paternal families sweep the palace, symbolically ridding the Palace of evil. The Ooni later appears in public with the Are crown (Kingfis Crown), which is believed to be the original crown used by Oduduwa to lead a procession of traditional chiefs and priests to the Shrine of Ogun.</p> |
| 4 | <i>Opa Oranmiyan, Ile_Ife</i> | <p>The Opa Oranmiyan Staff is made of granite obelisk with iron stud; it is over five meters tall, standing in Moopa area in a fenced wall in Ile Ife. A symbolic tree standing by the staff has some dotted marks, which the custodian says are marks of bullets during the several wars fought by Oranmiyan, who was the last child of Oduduwa. The staff is said to be a war weapon used by Oranmiyan. The Oranmiyan shrine is manned by Chief Eredumi as Chief Priest, who is believed to be the link between the dead and the living. Opa Oranmiyan remains a myth in Ile-Ife</p> |
| 5 | <i>Iwude Festival, Ilesa</i> | <p>Iwude Festival brings all Ijesa people together; it is a month-long festival, which starts in the palace of the Owa Obokun of Ijeshaland in Ilesa and extends to other parts of Ijeshaland such as Ipole, Ibokun and Ijebu-jesa, before ending where it started, in Ilesa. The festival symbolizes unity among the Ijesas. The cultural heritage usually on display at the celebrations include the: Royal Regalia of Kabiyesi Owa-Obokun of Ijeshaland; Royal Beads, Royal Crowns, Royal Umbrella, Royal Walking Stick, Royal Horsetail, Royal Steps, Royal Smiles Royal Dance.</p> |

APPENDIX 13: DEVELOPMENT PARTNERS OPERATING IN OSUN STATE AND THEIR INTERVENTION AREAS

| S/N | Names | Areas of Intervention |
|-----|--|--|
| 1 | World Bank | <ul style="list-style-type: none"> • Good Governance • Health • Infrastructure • Social Development • Agriculture |
| 2 | United Nations International Children's Emergency Fund (UNICEF) | <ul style="list-style-type: none"> • Education • Water and Sanitation • Health • Social Protection • Women and Child Protection |
| 3 | Global Fund for Tuberculosis, Malaria and AIDS | <ul style="list-style-type: none"> • Malaria • Tuberculosis |
| 4 | United Nation Development Programme (UNDP) | <ul style="list-style-type: none"> • Human Capital Development • Economic Development • Conflict Prevention and Peace Building |
| 5 | World Health Organisation (WHO) | <ul style="list-style-type: none"> • Health |
| 6 | Ford Foundation | <ul style="list-style-type: none"> • Good Governance |
| 7 | African Development Bank | <ul style="list-style-type: none"> • Infrastructure • Water and Sanitation |
| 8 | French Development Agency | <ul style="list-style-type: none"> • Agriculture • Rural infrastructure |
| 9 | Foreign Commonwealth & Development Office (FCDO) / Partnership to Engage Reform and Learn (PERL) | <ul style="list-style-type: none"> • Economic Development • Social Development • Human Capital Development |
| 10 | Islamic Development Bank | <ul style="list-style-type: none"> • Water and Sanitation |
| 11 | Africa Centre for Leadership, Strategy and Development | <ul style="list-style-type: none"> • Human Capital Development (Establishment of Leadership School in Osun State) |
| 12 | Bowen University, Iwo | <ul style="list-style-type: none"> • Human Capital Development (Establishment of Digital Library) |

Source: Department of International Corporation, Ministry of Economic Planning Budget and Development, 2022

APPENDIX 14: LIST OF TERTIARY INSTITUTIONS IN OSUN STATE

| S/N | Universities in Osun State | Location | Ownership | Date of Establishment |
|-----|---|--------------------------------|-----------|-----------------------|
| 1 | Obafemi Awolowo University (OAU) Ile-Ife. | Ile-Ife | Federal | 1961 |
| 2 | Federal University of Health Sciences, Ila Orangun | Ila-Orangun | Federal | 2021 |
| 3 | Osun State University, Oshogbo | Osogbo | State | 2006 |
| 4 | University of Ilesa, Osun State | Ilesa | State | 2022 |
| 5 | Oduduwa University | Ile-Ife | Private | 2009 |
| 6 | Fountain University | Osogbo | Private | 2007 |
| 7 | Kings University | Ode-Omu | Private | 2016 |
| 8 | Bowen University | Iwo | Private | 2001 |
| 9 | Joseph Ayo Babalola University, Ikeji -Arakeji | Ikeji-Arakeji | Private | 2006 |
| 10 | Redeemer's University, Ede | Ede | Private | 2005 |
| 11 | Adeleke University | Ede | Private | 2011 |
| 12 | Westland University, Iwo | Bode-Osi Road, Iwo | Private | 2019 |
| 13 | The Apostolic Church Seminary | Ilesa | Private | 1984 |
| 14 | Christ Intl. Divinity College, Erinmo-Ijesa an Affiliate of Acadia University Canada & Ekiti State University | Erinmo-Ijesa | Private | 2018 |
| 15 | St. Louis African University College | Opposite FGC, Clinic Ipetumodu | Private | 2019 |
| 16 | Bethel University | Ode-Omu | Private | |
| 17 | Fotress University, Iwo | Iwo | Private | 2021 |
| S/N | Polytechnics in Osun State | Location | Ownership | Date of Establishment |
| 18 | Federal Polytechnic, Ede | Ede | Federal | 1992 |
| 19 | Osun State Polytechnic, Iree | Iree | State | 1992 |
| 20 | Osun State College of Technology, Esa-Oke | Esa-Oke | State | 1992 |

| | | | | |
|----|--|-------------------|---------|------|
| 21 | Iwo City Polytechnic | Iwo | Private | |
| 22 | Empire Polytechnic | Iwo | Private | |
| 23 | Wolex Polytechnic, Iwo | Bode-osi Rd, Iwo. | Private | |
| 24 | Bethel Institute of Theology | Gbongan | Private | 2008 |
| 25 | Igbajo Polytechnic | Igbajo | Private | |
| 26 | Iresi Polytechnics /College of Technology Iresi | Iresi | Private | 2008 |
| 27 | Ojenco College of Technology and Innovation | Ada | Private | |
| 28 | Westfield Polytechnic | Ekosin | Private | |
| 29 | Distinct Polytechnics / Distinct Institute of Technology | Ekosin | Private | 2018 |
| 30 | Excel College of Technology | Ekosin | Private | |
| 31 | Living Spring Polytechnic | Osogbo & Iragbiji | Private | |
| 32 | I-Con Universal Polytechnic, Onward Area, Osogbo | Osogbo | Private | 2018 |
| 33 | Bondou Polytechnic | Osogbo | Private | |
| 34 | Westland Polytechnics Opapa - Ilobu Road | Ilobu | Private | 2019 |
| 35 | The Polytechnic, Ile Ife | Ile-Ife | Private | 1993 |
| 36 | D-Gold Polytechnic | Asipa/Ipetumodu | Private | |
| 37 | Living Stone Polytechnic | Olode | Private | |
| 38 | Ife Business School | Ile-Ife | Private | 2008 |
| 39 | SNIIT Polytechnic | Ifewara | Private | 2010 |
| 40 | Villanova Polytechnic /Imesi Ile Polytechnics | Imesi-Ile | Private | 2013 |
| 41 | Ilesa City Polytechnic | Ilaje-Ijesa | Private | 2015 |
| 42 | Rasco Alli Institute of Allied Studies | Ilowa-Ijesa | Private | |
| 43 | College of Fisheries Technology | Ijeda-Ijesa | Private | |
| 44 | Interlink Polytechnics, Ijebu Jesa | Ijebu-Ijesa | Private | |
| 45 | Elerinmosa Institute of Technology, Erin-Osun | Erin-osun | Private | 2017 |
| 46 | The Polytechnic, Ikeji Ile | Ikeji Ile | Private | |
| 47 | Unity Polytechnic Ayetoro, Osogbo | Osogbo | Private | |
| 48 | Solozon Polytechnics Ada/Ororuwo | Ada/ Ororuwo | Private | |

| S/N | Colleges of Education in Osun State | Location | Ownership | Date of Establishment |
|-----|--|------------------|-----------|-----------------------|
| 49 | National Teachers Institute | Osogbo | Federal | 2002 |
| 50 | Federal College of Education, Iwo | Iwo | Federal | 2020 |
| 51 | College of Education, Ila-Orangun | Ila-Orangun | State | 1979 |
| 52 | Assanusiyah College of Education | Ode-Omu | Private | 2006 |
| 53 | Raphat College of Education | Obaagun | Private | 2020 |
| 54 | Hamzainab College of Education | Osogbo | Private | 2016 |
| 55 | Crestifield College of Education | Erin Osun | Private | 2016 |
| 56 | Ilori College of Education | Ede | Private | 2015 |
| 57 | Foreign Link College of Education | Ipetumodu | Private | 2010 |
| 58 | Grace College of Education Aleluya area, Osogbo | Osogbo | Private | |
| 59 | AL-Ummah College of Education, Iwo | Iwo | Private | 2019 |
| 60 | Salvation College of Education | Ikirun | Private | 2015 |
| 61 | Joshua Fatoki College of Education | Oke Ila- Orangun | Private | |
| 62 | Flourish College of Education | Osogbo | Private | 2019 |
| 63 | Zenith College of Education | Egbedi | Private | 2020 |
| 64 | Harlesslord College of Education | Sekona Ede | Private | |
| 65 | Ede Premier Institute | Ede | Private | 2020 |
| 66 | Al-medina college of education Osogbo/Iwo | Osogbo/ Iwo | Private | 2022 |
| | Colleges of Agriculture in Osun State | Location | Ownership | Date of Establishment |
| 67 | Akinola Isiolaotan College of Agriculture, Ikeji Ile | Ikeji Ile | Private | 2021 |
| | Colleges of Health Technology in Osun State | Location | Ownership | Date of Establishment |
| 68 | School of Health Technology, Ilesha. | Ilesha | State | 1977 |
| 69 | Royal College of Public Health Technology | Iwo | Private | 2007 |

| | | | | |
|----|--|-------------------|---------|------|
| 70 | Epitome College of Health and Science | Ode-Omu | Private | 2017 |
| 71 | Pathfinder School of Health Technology | Iragbiji | Private | 2015 |
| 72 | Excel College of Health Technology | Ekoosin | Private | |
| 73 | Excellence College of Health Technology & Social Science, Ilesha Road Osogbo | Osogbo | Private | |
| 74 | Fountain International College of Islamic and Prophetic Medicine | Osogbo | Private | |
| 75 | Mercy College of Nursing Health Science & Technology | Osogbo/ Ikire Ile | Private | 2021 |
| 76 | Crestfield College of Health Technology Erin Osun | Erin Osun | Private | 2015 |
| 77 | Universal College of Health Science and Technology, Ile Ife | Ile-Ife | Private | 2019 |
| 78 | Seventh Day Adventist College of Health Technology | Ile-Ife | Private | 2019 |
| 79 | Foreign Link College of Health Technology | Ipetumodu | Private | 2010 |
| 80 | Soulkit College of Public Health Technology | Ijebu- Jesa | Private | |
| 81 | Interlink School of Health Technology | Esa-Oke | Private | |
| 82 | Adonis American College of Health and Sciences Esa Oke | Esa-Oke | Private | 2020 |
| 83 | Hamzainab College of Health Technology, Ilesha Road Osogbo | Osogbo | Private | 2021 |
| 84 | Ejigbo College of Health Technology | Ejigbo | Private | 2021 |
| 85 | Ife College of Health Science and Technology, Ile Ife | Ile Ife | Private | 2020 |
| 86 | Dee Perfect Class College of Health Technology Ifon Osun | Ifon Osun | Private | 2021 |

| | | | | |
|-----|--|----------|-----------|-----------------------|
| 87 | Titilola College of Health Technology, Ilesa Road Osogbo | Osogbo | Private | |
| 88 | Pre-Eminence College of Health Science and Technology, Ikire | Ikire | Private | 2021 |
| 89 | Geedystar college of Health Technology Osogbo | Osogbo | Private | 2022 |
| 90 | Oyan City College of Health Technology Oyan . | Oyan | Private | 2022 |
| 91 | Royal Spring College of Health, Science Technology Ijabe | Ijabe | Private | |
| 92 | Iwo College of Health, Science Technology, Iwo | Ijabe | Private | |
| S/N | Schools of Nursing | Location | Ownership | Date of Establishment |
| 93 | Obafemi Awolowo University Teaching Hospital (OAU), School of Nursing, Ile-Ife | Ile-Ife | Federal | 1967 |
| 94 | Osun State School of Nursing and Midwifery, Asubiaro, Oshogbo | Osogbo | State | 1979 |
| 95 | Seven Days Adventist School of Nursing, Ile-Ife | Ile-Ife | Private | 1944 |

Source: Higher Education, Bursary and Scholarship Department, Ministry of Education, Osun State

APPENDIX 15: MEMBERS OF STATE PLAN REVISION TEAM

1. Prof. Olalekan Yinusa (Honourable Commissioner MoEPBD)- Chairman
2. Hon. Remi Kolajo - (Special Adviser, MoEPBD) - Co- Chairman
3. Hon. Shittu Williams (Senior Special Assistant, SDGs) - Member
4. Mr. Leye Aina (PS, MoHR CB) - (Human Capital Development Sector) - Member
5. Mr. Kayode Adegoke - (PS, Health) - (Health Sector) - Member
6. Mr. Aliu Afolabi - (PS, Loans Board) - (Governance & Administration Sector) - Member
7. Mrs. Adebimpe Ogunlunmade - (PS, Ministry of Finance)- (Finance Sector) - Member
8. Mr. Adelani A. Aderinola -(PS, Ministry of Education)- (Education Sector)-Member
9. Engr. Bashir Akande (PS, Works) - (Infrastructure Sector) - Member
10. Mrs. Yetunde Esan (CD, MoEPBD) - SPRT Coordinator
11. Mrs. Adegbemisola Fayoyin (CD, Ministry of Agric & Food Security) - (Agric Sector) - Member
12. Engr. Isaac Babalola (CD, Ministry of Water Resources & Energy) - (Water & Sanitation Sector) - Member
13. Mrs J. K. Odediran (CD, MoCICE) - (Commerce & Industry Sector) - Member
14. Mrs Bukola Aderibigbe (CD,Min of Info) - (Info., Communication & Media Sector) - Member
15. Mr. Jide Falade (CD, Min of Women Affairs) - (Social & Youth Development Sector) - Member
16. Mr. Femi Ogundun (CD, Min of Local Govt. & Chieftaincy Affairs)- (Governance & Administration) - Member
17. Mr. Yusuff Rafiu Olalekan (CD, Min. of Environment) - (Environment Sector) - Member
18. Barr. Michael Obidiya - (ES, Judicial Service Commission) - (Security, Law & Justice Sector) - Member
19. Mr. Salawu Sarafa Olatiloye (ES, Office of Mineral and Natural Resources) - Member
20. Mr. Samuel Adeniyi (ES, Office of Arts & Culture) - (Culture & Tourism Sector)-Member
21. Mr. Kareem A. Buraimoh (Director, LGSC) - (Human Capital Development Sector) - Member
22. Mr. Bayo Raji (Director, Pension) - Member
23. Mr. Gbenga Fadele (Director, SDGs) - Member
24. Mrs Abiola O. Abioye (Director, PSE)-Member
25. Mr. D.G. Iyanda (Director, Development Co operation, MoEPBD)- Member
26. Mr. Bukola S. Adesina - (Director, Economic Planning. MoEPBD) - Secretary

APPENDIX 16: MEMBERS OF TECHNICAL TEAM

1. Dr. Gabriel Ojebile - Lead Consultant
2. Mr. Francis Onyillo - UNDP Consultant on Costing
3. Professor Olalekan Yinusa - Hon. Commissioner, MoEPB&D
4. Hon. Remi Kolajo - Special Adviser, MoEPB&D
5. Mrs. Yetunde Esan - CD, MoEPB&D
6. Dr. Bayo Adedokun - SSA (Budget)
7. Dr. Isiaka Olarewaju - SSA (Research & Statistics)
8. Hon. Bisi Ogunkale - SSA (Planning)
9. Mr. D.G. Iyanda - Director, Development Cooperation
10. Mr. Bukola S. Adesina - Director, Economic Planning / Sector Expert
(Education and Social & Youth Development)
11. Mr. Tolu Oladosu - Director, Monitoring & Evaluation
12. Mr. Tomori Folorunso - Sector Expert (Environment, Water & Sanitation and
Solid Minerals)
13. Mr. Alamu Kazeem - Sector Expert (Infrastructure and Agriculture)
14. Mr. Adebayo Adeniyi - Sector Expert (Health, Human Capital Development and
Governance & Administration)
15. Mr. Oyeniran Emmanuel - Sector Expert (Commerce & Industry, Information,
Communication & Media and Culture & Tourism)
16. Mr. Opatokun Kamal - Sector Expert (Economic Planning & Budget)
17. Miss Adeola Adefajo - Sector Expert (Security, Law & Justice)

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