

COMMERCE AND INDUSTRY SECTOR

2019 – 2021 MEDIUM-TERM SECTOR STRATEGY (MTSS)



STATE OF OSUN

AUGUST, 2018

Foreword

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

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

Strategies to industrialize the State and make her the hub and preferred destination for commercial activities and transactions have been carefully articulated. These included a strategy to ensure access of business operators to soft loans that will ensure thriving of enterprises and creation of sustainable wealth. Furthermore, youth-centred empowerment programmes have been carefully fashioned out. The rich cultural heritage of the State as well as her legendary

monuments of global touristic significance and attractions have been appropriately captured. In effect there is no doubt that faithful implementation of the programmes and projects contained in this MTSS document of the Commerce and Industry Sector will give a boost to the State economy, have salutary effect on the other sectors and place the State on the path of sustainable socio-economic development.

It is germane for me to state that the present administration of Ogbeni Rauf Adesoji Aregbesola has laid a solid foundation for the industrial and commercial take-off of the State. This is eloquently seen in infrastructural upgrade evidenced in massive construction of durable intra and inter-State roads, rehabilitation of water works and concerted efforts at power generation on the platform of Public Private Partnership (PPP). What needs to be done is for successive administrations to build on this foundation by faithfully implementing the projects which have been presented in this document.

It is my pleasure to present to you the 2019 – 2021 MTSS of the Commerce and Industry Sector and to urge all the Sector's stakeholders to contribute maximally towards effective implementation of the MTSS.

ISMAILA ADEKUNLE JAYEOBA – ALAGBADA
Honourable Commissioner,
Ministry of Commerce, Industries and Cooperatives.
May, 2018.

Table of Contents

Contents

Foreword.....	2
Table of Contents.....	4
List of Tables	5
List of Annexes	6
Acknowledgement	8
Table of Acronyms	8
Executive Summary.....	9
CHAPTER ONE: INTRODUCTION	10
1.1 Objectives of the MTSS Document	10
1.2 Summary of the Process used for the MTSS Development	10
1.3 Summary of the Sector’s Programmes, Outcomes and Related Expenditures.....	10
1.4 Outline of the structure of the Document	12
CHAPTER TWO: THE SECTOR AND POLICY IN THE STATE	13
2.1 A Brief Introduction to the State.....	13
2.2 Overview of the Sector’s Institutional Structure.....	14
2.3 The Current Situation in the Sector	16
2.4 Sector Policy	16
2.5 Statement of the Sector’s Mission, Vision and Core Values.	17
2.6 The Sector’s Objectives and Programmes for the MTSS Period	17
CHAPTER THREE: THE DEVELOPMENT OF SECTOR STRATEGY.....	21
3.1 Outline of Major Strategic Challenges	22
3.2 Resource constraints.....	23
3.3 Projects prioritization.....	24
3.4 Personnel and Overhead Costs	27
3.5 Contributions from our Partners.....	26
3.6 Cross-Cutting Issues	28
3.7 Outline of Key Strategies.....	28
3.8 Justification	35
3.9 Responsibilities and Operational Plan.....	35
CHAPTER FOUR: THREE YEAR EXPENDITURE PROJECTIONS	36
4.1 The process used to make Expenditure Projections	36
4.2 Outline Expenditure Projections	36
CHAPTER FIVE: MONITORING AND EVALUATION	37
5.1 Conducting Annual Sector Review	37
5.2 Organisational Arrangements	37

List of Tables

Table 1: Programmes, Expected Outcomes and Proposed Expenditures	12
Table 2: Summary of State Level Goals, Sector Level Objectives, Programmes and Outcomes.	19
Table 3: Objectives, Programmes and Outcome Deliverables	20
Table 4: Summary of 2017 Budget Data	22
Table 5: Summary of 2018 Budget Data	23
Table 6: Summary of Projects Review and Prioritisation (Ongoing, Existing & New Projects).....	24
Table 7: Personnel and Overhead Costs: Existing and Projected	26
Table 8: Counterpart Funding.....	27
Table 9: Summary of Projects' Expenditures and Output Measures	28

List of Annexes

Annex 1: Beneficiaries of Business Clinic Services 56

Annex 2: Loan bebeneficiaries of Osun Micro-Credit Agency:Distribution by Local Governments 57

Annex 3: Loan beneficiaries under OSSG-BOI(MSMEs) Fund 59

Annex 4: Operational Definitions of Core Values 61

Annex 5: Details of Costing of Projects 62

Acknowledgement

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

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

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

The State Governor, Ogbeni Rauf Adesoji Aregbesola, is highly appreciated for the provision of the enabling environment and for making available necessary resources for the production of this important document.

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

GABRIEL ABIMBOLA OSO.

*Coordinating Director,
Ministry of Commerce, Industries and Cooperatives.
May, 2018.*

Table of Acronyms

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

Executive Summary

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

In all, eleven programmes and eleven outcomes are to be pursued in the medium term (2019-2021) period. The programmes are market development, industrial clusters development, entrepreneurship development, business financing, wealth creation and inclusive enterprise development. Other indigenous include products development, youth empowerment, cooperative development, tourism development and cultural promotion.

The expected outcomes are enhanced growth of commerce, enhanced growth of industries, enhanced entrepreneurial skills, increased access to investible fund and increased wealth creation. Others are enhanced growth of enterprises, enhanced growth of indigenous products, increased job creation, improved cooperative activities, increased revenue (IGR) from tourism activities and increased revenue from cultural promotion activities.

The total costs of the programmes for each of the years 2019, 2020 and 2021 are, N205,349,100, N277,141,800 and 394,581,700 respectively. In order to bring the total costs within the indicative budget ceilings, prioritization of all projects was carried out. Costing of the projects was carried out starting with the first on the priority list and going down the ladder until the budgetary provision is exhausted. Only projects which can be accommodated within the budget ceiling were admitted into the MTSS proposals.

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

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

Chapter One: Introduction

1.1 Objectives of the MTSS Document

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

Long and Medium-Term Policy documents such as Sustainable Development Goals (SDGs), New Partnership for Africa Development (NEPAD), Economic Recovery and Growth Plan (ERGP) and State of Osun Development Plan (SODP) as well as Sector Development Plan serve as source materials which provide a guide in the preparation of the MTSS. Annual budgets are prepared on the basis of the provision of the MTSS while Annual Operational and Departmental Work Plans and Cash Flow Projections derive from the MTSS. In effect, the MTSS occupies a central position among the planning documents for both the State and the Sector.

1.2 Summary of the Process used for the MTSS Development

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

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

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

Table 1: Programmes, Expected Outcomes and Proposed Expenditures

Programme	Expected Outcome	Proposed Expenditure		
		2019	2020	2021
Industrial Clusters Development Programme (ICDP)	Increased commercial and industrial production	105,994,500.00	135,000,000.00	190,158,800.00
Entrepreneurship Development Programme (EDP)	Increased revenue generation	36,932,100.00	10,393,700.00	48,121,300.00
Business Financing Programme (BFP)	Increased access to affordable credit facilities	8,624,700.00	11,637,900.00	16,572,400.00
Wealth Creation Programme (WCP)	Increased Job Creation	7,356,800.00	9,850,200.00	13,940,000.00
Inclusive Enterprises Development Programme (IEDP)	Reduced gender gaps in commercial and industrial opportunities	200,000.00	---	109,200.00
Indigenous Products Development Programme (IPDP)	Reduced Poverty Level	5,000,000.00	20,000,000.00	55,000,000.00
Cooperative Development Programme (CDP)	Enhanced capacity of tradesmen and artisans	20,000,000.00	21,360,000.00	45,130,000.00
Youth Empowerment Programme (YEP)	Reduced crime rate	9,500,000.00	13,500,000.00	25,000,000.00
Tourism and Cultural Promotion Programme (TCPP)	Increased patronage/visits by local and foreign tourists	11,741,000.00	55,400,000.00	550,000.00
		205,349,100.00	277,141,800.00	394,581,700.00

1.4 Outline of the structure of the Document

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

Chapter 1: This chapter contains the Introduction to the document. It gives a summary of the key objectives of the MTSS document; the process employed for the development of the MTSS and the Sector's programmes, expected outcomes and related expenditures. The chapter ends with an outline of the structure of the MTSS document.

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

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

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

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

Chapter Two: The Sector and Policy in the State

2.1 A Brief Introduction to the State

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

The people of the State have a rich cultural heritage which finds expression in their arts, literature, music and other social activities. The State is a haven for tourism as several globally acknowledged tourist centres abound within its borders.

The total land mass of the State is 917,855 hectares(Ha). 316,783Ha of this is cultivated while settlement accounts for 31,245Ha and water body for 1,392Ha. Forest cover and fallow land account for 568,565Ha.

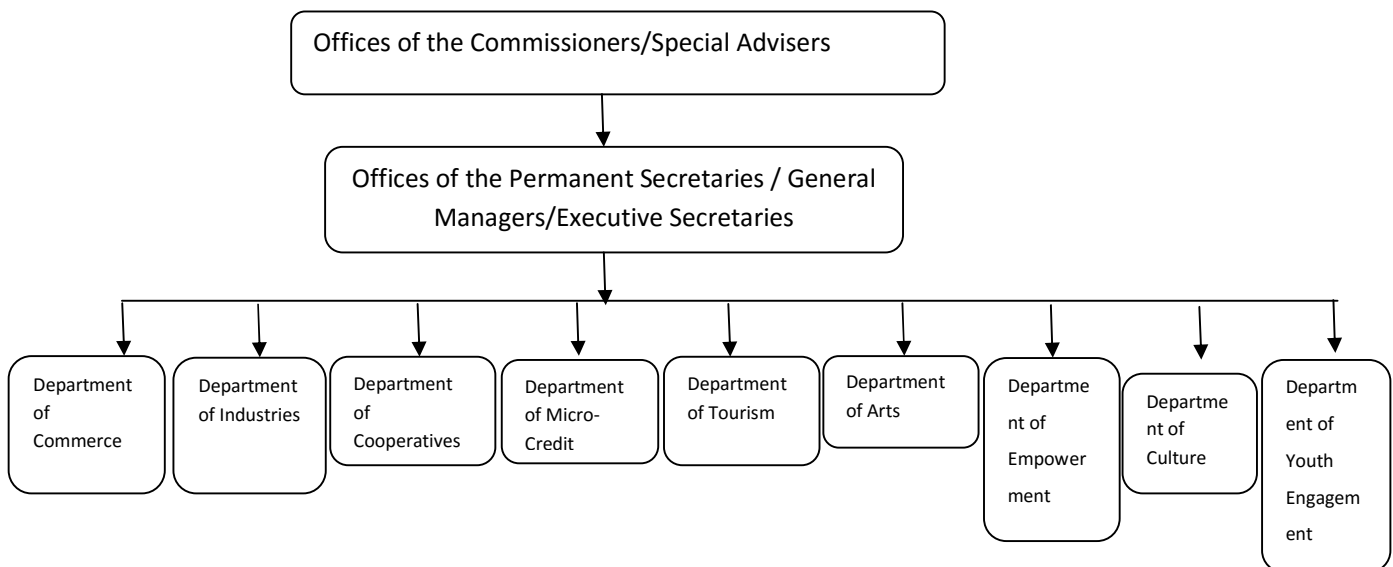
The resource endowment of the State in the areas of agriculture and solid minerals, is massive. With these and a strongly agrarian population, the State is a potential industrial and commercial giant.

Availability of generally reliable infrastructural facilities coupled with security and peace which the State enjoys, and which rank her among the best in Nigeria make the State a most preferred investment destination.

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

2.2 Overview of the Sector's Institutional Structure

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



The Sector is made up of two Ministries and Five agencies. The Ministries are those of Commerce, Industries and Cooperatives as well as Empowerment and Youth Engagement. The operational departments in the former are those of Commerce, Industries and Cooperatives while those in the latter are the departments of Empowerment and Youth Engagement. The agencies and their respective core departments include Osun Tourism Board with the department of Tourism, Office of Culture and Tourism and the Council for Arts and Culture, having the departments of Culture and Arts respectively. Other agencies are the Office of Enterprise and Wealth Creation with a department that goes by the name of the agency as well as Osun Micro-Credit Agency with Micro-Credit department.

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

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

2.3 The Current Situation in the Sector

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

Presently, this Sector renders services in the areas of business development and growth; provision of affordable credit facilities for the establishment, maintenance and expansion of enterprises; provision of enabling environment for tourism to thrive; and enhancement of the frontiers of wealth creation. Industrial extension and business clinic services are regularly rendered to appropriately address challenges of industrialists and other business operators. Annex 1 shows a list of beneficiaries of business clinic services.

Gender-sensitive credit facilities with single digit interest rates were extended to entrepreneurs in both the formal and informal sectors of the State economy. A sectoral presentation of beneficiaries under the State Micro-Credit Agency from 2014 to 2017 is presented in Annex 2 while those under the OSSG-BOI MSME Fund are captured in Annex 3. Tourist centres, which spread across the State, are being developed to provide recreational facilities for both local and foreign tourists.

The sector faces some challenges. Notable among these are: poorly developed industrial clusters; low entrepreneurial capacity which limits the growth of private enterprises; preponderance of informal businesses which makes their financial inclusion difficult and consequently limits their growth: lack of adequate data for planning; as well as low internally generated revenue. This MTSS is fashioned out to address these and other challenges.

2.4 Sector Policy

The main policy objective of the Commerce and Industry sector is to harness both human and material resources of the State for developmental purposes largely on Public Private Partnership (PPP) platform. In keeping with this, the State government provides an enabling environment for private businesses to thrive. Government does this through provision of infrastructural facilities, rendering of goodwill services to businesses, provision of land for business operation at concessionary rates and, where desirable, minority equity contribution which puts the management of businesses in the hands of the majority shareholding private entrepreneurs.

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

The following high-level policy documents were reviewed in the course of preparing this MTSS: Economic Recovery and Growth Plan (ERGP) of the Federal Government; Sustainable Development Goals (SDGs); New Partnership for African Development (NEPAD); Kaduna State Development Plan (2016-2020); State Economic Empowerment and Development Strategy (SEEDS) I (2004-2007); State Economic Empowerment and Development Strategy (SEEDS) II (2008-2011); and Osun State Medium Term Sectoral Strategy (MTSS) (2008-2010). Others are Nigeria Industrial Policy, Osun State Industrial Policy, Osun Tourism Investors' Guide and Annual Budgets of the constituent MDAs of the Sector.

Two out of the seventeen goals of the SDGs were found to be of direct relevance to this sector. These are the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; as well as building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovations. Programmes and projects have been packaged to ensure the realization of these goals. The objectives of NEPAD which, among others, are to eradicate poverty, promote sustainable growth and development and accelerate the empowerment of women are taken into consideration in developing this MTSS.

Interventions to create jobs are a core part of the ERGP. Programmes and projects in this sector's MTSS have been selected to promote job creation.

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

The Past annual budgets of the constituent MDAs of this sector give historical background on which the 2019 – 2021 MTSS of the Commerce and Industry Sector is built.

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

The Mission of this Sector is:

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

The Vision is:

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

The Core Values of the Sector are:

- Integrity
- Efficiency
- Creativity
- Transparency
- Responsiveness

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

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

The Sector's objectives are to:

- Promote commercial and industrial growth;

- Create decent, sustainable and well-paid jobs;
- Spread commercial and industrial development evenly across the State;
- Make the State of Osun a hub of Culture, Tourism and Creativity and
- Create a gender responsive commercial and industrial environment.

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

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

State Level Goal	Sector Level Objective	Programme	Outcome
Goal 1: Achieve inclusive, sustainable economic growth with full and productive employment that ensures high standard of living for all residents of the State.	To promote commercial and industrial growth	Industrial Clusters Development Programme (ICDP)	Increased commercial and industrial production
	Create decent, sustainable and well-paid jobs	Entrepreneurship Development Programme (EDP)	Increased revenue generation
		Business Financing Programme (BFP)	Increased access to affordable credit facilities
		1.5 Wealth Creation Programme (WCP)	Increased Job Creation
	Create a gender-responsive commercial and industrial environment.	Inclusive Enterprises Development Programme (IEDP)	Reduced gender gaps in commercial and industrial opportunities
		Indigenous Products Development Programme (IPDP)	Reduced Poverty Level
Goal 2: Achieve diversified and enhanced revenue base by providing enabling business environment which will attract and retain investors and expand existing businesses	Spread development evenly across the state	Cooperative Development Programme (CDP)	Enhanced capacity of tradesmen and artisans
		Youth Empowerment Programme (YEP)	Reduced crime rate
	Make Osun a hub of culture, tourism and creativity	Tourism and Cultural Promotion Programme (TCPP)	Increased patronage/visits by local and foreign tourists

Table 3: Objectives, Programmes and Outcome Deliverables

Sector Level Objective	Programme	Outcome	OUTCOME KPI	Baseline (e.g. Value of the Outcome in 2017)	Target		
					2019	2020	2021
To promote commercial and industrial growth	Industrial Clusters Development Programme (ICDP)	Increased commercial and industrial production	Percentage increase in the volume of commercial and industrial goods produced				
Create decent, sustainable and well-paid jobs	Entrepreneurship Development Programme (EDP)	Increased revenue generation	Amount of revenue generated				
	Business Financing Programme (BFP)	Increased access to affordable credit facilities	Number of People who have access to soft credit facilities				
	Wealth Creation Programme (WCP)	Increased Job Creation	Number of Jobs Created				
Create a gender-responsive commercial and industrial environment.	Inclusive Enterprises Development Programme (IEDP)	Reduced gender gaps in commercial and industrial opportunities	Proportion of males to females having commercial and industrial opportunities				
	Indigenous Products Development Programme (IPDP)	Reduced Poverty Level	Percentage of Residents living below poverty line				

Spread development evenly across the state	Cooperative Development Programme (CDP)	Enhanced capacity of tradesmen and artisans	Number of artisans whose capacity is enhanced				
	Youth Empowerment Programme (YEP)	Reduced crime rate	Number of criminal cases				
Make Osun a hub of culture, tourism and creativity	Tourism and Cultural Promotion Programme (TCPP)	Increased patronage/visits by local and foreign tourists	Number of visiting tourists				

Chapter Three: The Development of Sector Strategy

3.1 Outline of Major Strategic Challenges

Current major challenges in the sector for which strategies have been developed to resolve include the following:

- Weak industrial base of the State;
- Low level of commercial activities;
- Poor development of tourist centres;
- Poor promotion of cultural heritage;
- Low capacity of artisans; and
- Relatively low access to finance for investment projects at very low interest rate.

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

3.2 Resource constraints

Tables 4 and 5 are products of the review of historical budget data of this sector. Table 4 shows the summary of budget data for 2017 while Table 5 shows that for 2018. Budgeted funds for both years were not fully released. Only 56.60%, 48.56% and 30.06% of the budgeted amounts for personnel, overhead and capital expenditure for 2017 were released respectively. A result of the 56.6% release of the approved personnel budget was non-payment of salaries for some months; which was detrimental to the moral of the staff.

For the first quarter of 2018 the levels of releases were 5.22%, 14.26% and 1.13% of the approved budgets for personnel overhead and capital expenditures respectively. Predictably, the impact of the low releases for capital and overhead costs had been negative. The panacea to this is enhanced funds for better budget performance. If real development is to be experienced in this and indeed other sectors, approvals and releases for capital expenditure should outweigh those for recurrent expenditure. This has been appropriately addressed in this three-year MTSS.

Table 4: Summary of 2017 Budget Data

Item	Approved Budget in 2017	Amount Released in 2017	Actual Expenditure in 2017	Amount Released as % of Approved	Actual Expenditure as % of Releases
Personnel	272,331,570.00	154,141,963.59	154,141,936.59	56.60	100
Overhead	139,123,908.00	67,549,702.23	67,549,702.23	48.56	100
Capital	2,105,065,860.00	632,758,625.00	632,758,625.00	30.06	100
Total	2,516,521,338.00	854,450,290.82	854,450,290.82	33.96	100

Table 5: Summary of 2018 Budget Data

Item	Approved Budget in 2018	Amount Released in 2018 (Up to March)	Actual Expenditure in 2018	Amount Released as % of Approved	Actual Expenditure as % of Releases
Personnel	343,717,320.00	17,920,693.36	17,920,693.36	5.22	100
Overhead	114,237,652.00	16,286,096.00	16,286,096.00	14.26	100
Capital	1,316,055,480.00	14,803,750.00	14,803,750.00	1.13	100
Total	1,774,010,452.00	49,010,539.36	49,010,539.36	2.77	100

3.3 Projects Prioritization

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

Five criteria were used for the prioritization, of on-going and existing projects while only the fifth criterion was applied for new projects. The five criteria are: i) Evidence that the existing projects are indeed ongoing; ii) Clarity of current justification for the project; iii) Current impact of the project; iv) Likelihood of completion in 2019 – 2021 timeframe; and v) Relation to the sector's objectives.

Projects were scored with respect to the five criteria on a scale of 1 – 4; where 4 means that the project satisfied a particular criterion maximally; and 1 mean that a project did not meet a particular criterion at all. The scores on all applicable criteria were summed up; and projects are ranked in a descending order of their total scores on all the criteria. The result of the projects prioritization exercise is presented in Table 6.

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

S/N	Project Name	Budgeted Expenditure 2019	Criterion 1	Criterion 2	Criterion 3	Criterion 4	Criterion 5	Total Score	Rank (Sorted in a descending Order)
1	Provision of infrastructural facilities at Ilesa Industrial Estates	80,000,000	4	4	4	4	4	20.0	1
2	Renovation of building structure at the State College of Commerce and Cooperatives, Ode-Omu	15,000,000	4	4	4	4	3	19.0	2
3	Construction of pavilion at Trade Fair Complex, Ido-Osun	25,994,500	3	4	4	3	4	18.0	3
4	Skill Acquisition programme for 500 youths	2,428,400	2	4	3	4	4	17.0	4
5	Provision of recreational facilities at, Jalumi war site, Inisa	1,232,100	2	4	4	3	3	16.0	5
6	Construction of Toilet and changing room at Olumirin Waterfalls	15,000,000	2	3	4	3	3	15.0	6
7	Construction of Car Park(100 vehicles capacity) at Olumirin water fall, Erin-Ijesa	10,700,000	2	4	3	2	3	14.0	7
8	Construction of Games Village at Olumirin water falls, Erin- Ijesa	10,000,000	3	2	3	3	2	13.0	8
9	Purchase of Costumes Props and Arts Materials	210,700	2	1	3	3	3	12.0	9
10	Outer Gate entrance zone enhancement (i) Security post (ii) Tree lined walkway (iii) American Wire Fence at Olumirin water falls	11,530,300	2	3	2	2	2	11.0	10
11	Provision of open space recreational centers with fence in certain areas in Osogbo Township and other zonal Offices(6 centers)	2,500,000	2	2	2	2	2	10.0	11
12	Procurement of 50 executive chairs and tables at the State College of Commerce and Cooperatives, Ode-Omu	5,000,000	2	2	2	1	2	9.0	12

13	Construction of Osun Micro- Credit Agency's Office complex at Osogbo	8,624,700	3	2	1	1	1	8.0	13
14	Production of 500 thousand customised paper envelop & 1 million cardboard carrier bags in the State of Osun	4,928,400	1	2	2	1	1	7.0	14
15	Procurement and maintenance of office furniture and equipment	7,000,000	1	1	2	1	1	6.0	15
16	Upgrading of Saloon/ Tailoring Units at the Council Office Osogbo (Procurement of Modern Saloon Equipment)	200,000	1	1	1	1	1	5.0	16
17	Procurement/Refurbishing of 10 fairly used Toyota Corolla Vehicles	5,000,000	1	1	1		1	4.0	17
18	Sculptured Wall / Artistic Embelishment of the Council Office Wall at Osogbo.	-							
19	Purchase of 1 photocopying machine	-							
20	Purchase of furniture -5 tables and 5 Chairs	-							
21	Renovation of Duro Ladipo Hall, Osogbo	-							
22	(a) Grading of Ayikunnugba Access Road (b) Stair Case Improvement (c) Reconstruction of changing room	-							
23	Branded shops and Kiosk at Olumirin	-							
24	Construction of 5 No Guest Chalets at Olumirin	-							
25	(a) Transportation and logistics service no 50 seater luxurious buses	-							
26	Cable car in partnership with Private Investors	-							

3.4 Personnel and Overhead Costs

Budgeted Personnel and Overhead costs for 2018 as well as projected figures for each of the MTSS years of 2019-2021 are presented in Table 7. The steady rise in the projected figures is to accommodate increases in salaries and allowances of officers that will arise from their promotion as well as provision for cadets of Osun Youth Empowerment Scheme (O-YES)

Table 7: Personnel and Overhead Costs: Existing and Projected

Expenditure Head	2018		Projections		
	Approved	Actual (By March)	2019	2020	2021
Personnel Cost	343,717,320.00	17,920,693.36	2,919,252,550.00	3,029,657,601.00	3,089,062,652.00
Overhead Cost	114,237,652.00	16,286,096.00	138,910,960.00	172,160,659.20	175,536,350.40
Total Cost (N)	457,954,972.00	34,206,789.36	3,058,163,510.00	3,201,818,260.00	3,264,599,022.40

3.5 Contributions from our Partners

The present partner in the Sector is the Bank of Industry (BOI). The State Government and the Bank jointly operate a loan Scheme christened OSSG-BOI MSME Matching Fund; under which loans are granted to operators of Small and Medium Enterprises (SMEs) and Cooperative groups engaged in manufacturing industries. Being a Matching Fund, the State Government provides a counterpart fund which is equal to the amount provided by the Bank. The combined sum is disbursed to the stated target business operators as loans for the expansion of their industrial projects. The Fund is managed by BOI. Table 8 sets out the expected loan amounts and counterpart funds for the years 2020 and 2021. However, budget ceiling constraint has not allowed this project to be admitted into the MTSS for now. If budget revenue performance records excess, the project may be considered for continued implementation. Presently, the fund injected by the State Government and BOI in 2009 is being revolved.

Table 8: Counterpart Funding

Source / Description of Grant	Amount Expected (N'000)			Counterpart Funding Requirements (N'000)		
	2019	2020	2021	2019	2020	2021
Bank of Industry	-	250,000,000.00	250,000,000.00	-	250,000,000.00	250,000,000.00

3.6 Cross-Cutting Issues

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

3.7 Outline of Key Strategies

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

Table 9: Summary of Projects' Expenditures and Output Measures

S/N	Outcome	Project Title	Proposed Expenditure			Output	Output KPI	Base Line (e.g. Output Value in 2017)	Output Target			MDA Responsible
			2019	2020	2021				2019	2020	2021	
1	Percentage increase in the volume of commercial and industrial goods produced	Provision of infrastructural facilities at Ilesa Industrial Estates	80,000,000.00	100,000,000	110,000,000	Infrastructural facilities provided at Ilesa Industrial Estate	Status of the provision of Infrastructural facilities at Ilesa Industrial estate		60%	70%	100%	Ministry of Commerce, Industries and Cooperatives
		Construction of pavillion at Trade Fair Complex, Ido-Osun	25,994,500.00	35,000,000	80,158,800.00	Pavilion constructed at Trade Fair complex, Ido Osun	Status of completion of construction of pavilion at Trade Fair complex, Ido-Osun	0%	20%	60%	80%	Ministry of Commerce, Industries and Cooperatives
2	Amount of revenue generated	Provision of recreational facilities at, Jalumi war site, Inisa	1,232,100.00	1,662,600.00	2,367,500.00	Recreational facilities and Street light at Jalumi war site Inisa provided	Status of provision of recreational facilities and street light at Jalumi	0%	30%	75%	100%	Office of Culture and Tourism
		Construction of Toilet and changing room at Olumirin Waterfalls	15,000,000.00	-	-	Toilet and changing room completed	level of construction of Toilet and changing room at Olumirin waterfalls	0%	100%	-	-	Osun Tourism Board

		Construction of Car Park(100 vehicles capacity) at Olumirin water fall, Erin-Ijesa	10,700,000.00	-	-	Car park completed	Status of completion of the car park at Olumirin water falls, Erin-Ijesa	0%	100%	-	-	Osun Tourism Board
		Construction of Games Village at Olumirin water falls, Erin- Ijesa	10,000,000.00			Games Village Completed	level of construction of Games village at Olumirin waterfalls	0%	100%	-	-	Osun Tourism Board
		Branded shops and Kiosk at Olumirin	-	8,731,100.00	-	Branded shops and Kiosk at olumirin completed	level of construction of Branded shops and Kiosk at Olumirin waterfalls	0%	-	100%	-	Osun Tourism Board
		Cable car in partnership with Private Investors	-	-	45,753,800.00	Cable care in partnership with Private Investors completed	Level of Cable care in partnership with Private Investors	0%	-	-	100%	Osun Tourism Board
3	Number of People who have access to soft credit facilities	Construction of Osun Micro-Credit Agency's Office complex at Osogbo	8,624,700.00	11,637,900.00	16,572,400.00	Construction of Office complex at Osogbo completed	Availability of micro Credit Office complex at Osogbo	0	10%	25%	35%	Osun Micro Credit Agency
4	Number of Jobs Created	Skill Acquisition programme for 500 youths	2,428,400.00	3,200,000.00	4,470,000.00	Skill Acquisition programme for 500 youths completed	Level of Skill Acquisition programme for 500 youths	New	40%	80%	100%	Ministry of Empowerment and Youth Engagement

		Production of 500 thousand customized paper envelop & 1 million cardboard carrier bags in the State of Osun	4,928,400.00	6,650,200.00	9,470,000.00	500 thousand customized paper envelopes and cardboard carrier bags produced	Availability of 500 thousand customized paper envelopes and cardboard carrier bags	0%	35%	75%	100%	Office of Enterprise Wealth Creation
5	Proportion of males to females having commercial and industrial opportunities	Upgrading of Saloon/ Tailoring Units at the Council Office Osogbo (Procurement of Modern Saloon Equipment)	200,000		109,200.00	Modern Saloon Equipment procured	Status of availability of modern saloon equipment.	0%	65%	-	100%	Council for Arts and culture
6	Percentage of Residents living below poverty line	Transportation and logistics service no 50 seater luxurious buses	-	-	45,000,000.00	Transportation and logistics service no 50 seater luxurious buses completed	level of Transportation and logistics service no 50 seater luxurious buses	0%	-	-	100%	Osun Tourism Board
		Procurement/R refurbishing of 10 fairly used Toyota Corolla Vehicles	5,000,000.00	20,000,000.00	10,000,000.00	5 Toyota Corolla vehicles procured/ refurbished	Number of Toyota Corolla vehicles procured/refurbished	Nil	2	4	4	Ministry of Commerce, Industries and Cooperatives
7	Number of artisans whose capacity is enhanced	Renovation of building structure at the State College of Commerce and Cooperatives, Ode-Omu	15,000,000.00	21,205,800.00	25,000,000.00	College building constructed	Level of completion of construction of new college building	0%	30%	40%	100%	Ministry of Commerce, Industries and Cooperatives

		Purchase of 1 photocopying machine	-	154,200.00	-	1 photocopying machine purchased	Available of procured photocopying machine	0	0	1	0	Council for Arts and culture
		Purchase of furniture -5 tables and 5 Chairs	-	-	130,000.00	5 Tables and Chairs purchased	Availability of 5 Table and 5 Chairs	0%	-	-	100%	Council for Arts and culture
		Procurement of 50 executive chairs and tables at the State College of Commerce and Cooperatives, Ode-Omu	5,000,000.00		20,000,000.00	50 executive chairs and table purchased	Availability of 50 executive chairs and table	Nil	20 Executive chairs and 20 Executive tables in place		30 Executive chairs and 30 Executive tables in place	Ministry of Commerce, Industries and Cooperatives
8	Number of criminal cases	Provision of open space recreational centers with fence in certain areas in Osogbo Township and other zonal Offices(6 centers)	2,500,000.00	3,500,000.00	5,000,000.00	Youth spend leisure times in recreational activities – Crime rate is curved Street fighting is reduced	Level of Provision of open space recreational centers with fence in certain areas in Osogbo Township and other zonal Offices(6 centers)	0%	40%	80%	100%	Ministry of Empowerment and Youth Engagement
		Procurement and maintenance of office furniture and equipment	7,000,000.00	10,000,000.00	20,000,000.00	Office furniture and equipment procured and maintained	Level of procurement office furniture and equipment	65%	75%	80%	85%	Ministry of Commerce, Industries and Cooperatives

9	Number of visiting tourists	Purchase of Costumes Props and Arts Materials	210,700.00	100,000.00	100,000.00	Procurement of Costumes Props and Arts Materials	Available of procured Costumes Props and Arts Materials	0	55%	80%	100%	Council for Arts and culture
		Outer Gate entrance zone enhancement	11,530,300.00	-	-	Outer entrance completed	level of construction of Outer gate at Olumirin waterfalls	0%	100%	-	-	Osun Tourism Board
		(i) Security post										
		(ii) Tree lined walkway										
		(iii) American Wire Fence at Olumirin waterfalls										
		Scuptured Wall / Artistic Embelishment of the Council Office Wall at Osogbo.		300,000.00	200,000.00	Sculptural Wall / Artistic Embellishment effected at the Council Office, Osogbo	Level of wall embellishmen t effected	0%	-	60%	100%	Council for Arts and culture
		Renovation of Duro Ladipo Hall, Osogbo	-	-	250,000.00	Renovation completed	Status of Renovated Hall achieved	0	-	-	100%	Council for Arts and culture
		(a) Grading of Ayikunnugba Access Road	-	30,000,000.00	-	Grading of Ayikunnugba Access Road, Stair Case Improvement and	level of Grading of Ayikunnugba Access Road, Stair Case Improvement and	0%	-	100%	-	Osun Tourism Board
		(b) Stair Case Improvement				Reconstruction of changing room completed	Reconstructio n of changing room					
		(c) Reconstruction of changing										

		room										
		Construction of 5 No Guest Chalets at Olumirin	-	25,000,000. 00	-	Construction of Chalets completed	Level of Construction of Chalets at Olumirin	0%	-	100%	0	
			205,349,100.0 0	277,141,800	394,581,700 .00							

3.8 Justification

In view of limited financial resources that could not accommodate all identified projects, prioritization of the projects was carried out to determine priority projects that would be implemented within the MTSS period from 2019 to 2021 and to keep within the budget ceiling provided by the MoEPBD. The justification for the chosen strategies is hinged on the prioritization criteria discussed in Section 3.3 above.

3.9 Responsibilities and Operational Plan

The Seven constituent MDAs of this Sector have specific responsibilities for implementing the strategic plan as each of them has projects to handle as indicated in the last column of Table 9. Each of the MDAs has directorates that are appropriately staffed to effectively deliver on projects assigned to it. Each directorate is also sub-divided into divisions and units to implement specific aspects of projects for which their respective staff have competence to deliver. A comprehensive Operational Plan will be developed when this MTSS would have been translated into the 2019 budget and the budget would have been approved.

Chapter Four: Three Year Expenditure Projections

4.1 The process used to make Expenditure Projections

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

4.2 Outline Expenditure Projections

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

Proposed Expenditure(₦)					
Year	Total Expenditure Recurrent + Capital	Recurrent		Capital	
		Amount	% of Total Expenditure	Amount	% of Total Expenditure
2019	3,263,512,610.00	3,058,163,510.00	51	205,349,100.00	6
2020	3,478,960,060.00	3,201,818,260.00	52	277,141,800.00	7
2021	3,659,180,722.40	3,264,599,022.40	51	394,581,700.00	10

The proposed recurrent expenditure for each of the three years is higher than the proposed capital expenditure principally due to provision for allowances of cadets of a priority programme of the State Government, the Osun Youth Empowerment Scheme(O-YES). The allowances account for a big chunk of the recurrent expenditure. In 2019 the allowances account for 82% of the recurrent expenditure while they account for 79% in each of years 2020 and 2021.

Chapter Five: Monitoring and Evaluation

5.1 Conducting Annual Sector Review

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

5.2 Organisation Arrangements

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

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

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

Annex 1: Beneficiaries of Business Clinic Services

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

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

		2014		2015		2016		2017		2018		GRAND TOTAL	
S/N	LGA	NO	AMOUNT	NO	AMOUNT	NO	AMT.	NO	AMT	NO	AMT	NO	G. AMOUNT
1	OSOGBO	243	80,000,000	1,912	273,000,000	1330	154,000,000	813	141,000,000	6	850,000	4,304	648,850,000
2	OLORUNDA	1064	122,000,000	755	88,000,000	438	55,000,000	581	99,000,000	6	1,050,000	2,844	365,050,000
3	BORIPÉ	31	6,000,000	764	110,000,000	230	32,000,000	297	49,000,000	4	850,000	1,326	197,850,000
4	IFELODUN	26	7,000,000	745	107,000,000	180	36,000,000	222	40,000,000	2	400,000	1,175	190,400,000
5	IWO	44	11,000,000	766	110,000,000	143	11,000,000	267	51,000,000	1	200,000	1,221	183,200,000
6	EGBEDORE	193	30,000,000	517	74,000,000	109	21,000,000	143	46,000,000	2	500,000	964	171,500,000
7	AYEDAÁDE	19	2,000,000	778	111,000,000	213	23,000,000	125	18,000,000	2	350,000	1,137	154,350,000
8	EDE NORTH	100	15,000,000	585	84,000,000	89	20,000,000	86	31,000,000	4	600,000	864	150,600,000
9	ILESA WEST	453	83,000,000	216	31,000,000	135	12,000,000	132	19,000,000			936	145,000,000
10	IREPODUN	35	6,000,000	437	63,000,000	256	40,000,000	127	28,000,000			855	137,000,000
11	ILESA EAST	311	37,000,000	278	40,000,000	251	22,000,000	192	26,000,000			1,032	125,000,000
12	EDE SOUTH	86	12,000,000	297	43,000,000	95	16,000,000	158	41,000,000			636	112,000,000
13	IFE EAST AREA OFFICE	131	43,000,000	45	7,000,000	375	33,000,000	177	28,000,000	4	850,000	732	111,850,000
14	IFE CENTRAL	451	69,000,000	54	8,000,000	241	22,000,000	2	2,000,000			748	101,000,000
15	ISOKAN	10	2,000,000	258	37,000,000	139	13,000,000	110	29,000,000	1	250,000	518	81,250,000
16	EJIGBO	21	6,000,000	319	46,000,000	101	10,000,000	82	15,000,000			523	77,000,000
17	ORIADE	83	24,000,000	231	34,000,000	91	8,000,000	83	11,000,000	1	150,000	489	77,150,000
18	ILA	11	2,000,000	294	43,000,000	64	10,000,000	91	20,000,000			460	75,000,000
19	ODO-OTIN	21	3,000,000	222	32,000,000	82	13,000,000	69	23,000,000			394	71,000,000
20	OBOKUN	137	18,000,000	115	17,000,000	74	7,000,000	121	19,000,000			447	61,000,000
21	IFE NORTH	75	7,000,000	115	17,000,000	201	17,000,000	87	13,000,000			478	54,000,000
22	IFE SOUTH	80	20,000,000	40	6,000,000	268	23,000,000	36	4,000,000			424	53,000,000
23	IREWOLE	0	0	260	38,000,000	40	7,000,000	50	8,000,000			350	53,000,000
24	IFE EAST	100	16,000,000	84	12,000,000	201	20,000,000	0	0			385	48,000,000
25	ATAKUMOSA EAST	73	10,000,000	61	9,000,000	185	16,000,000	71	10,000,000			390	45,000,000
26	OROLU	31	8,000,000	52	8,000,000	101	18,000,000	39	10,000,000			223	44,000,000

27	ATAKUMOSA WEST	80	7,000,000	68	10,000,000	61	6,000,000	100	13,000,000			309	36,000,000
28	BOLUWADURO	75	6,000,000	67	10,000,000	56	10,000,000	62	7,000,000			260	33,000,000
29	AYEDIRE	51	5,000,000	80	12,000,000	40	4,000,000	85	12,000,000			256	33,000,000
30	OLA-OLUWA	35	5,000,000	64	10,000,000	27	2,000,000	16	3,000,000			142	20,000,000
31	IFEDAYO	0	0	40	6,000,000	0	0	23	5,335,000			63	11,335,000
	Total	4,070	662,000,000	10,519	1,496,000,000	5,816	681,000,000	4,447	821,335,000	33	6,050,000	24,885	3,666,385,000

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

S/N	NAME BENEFICIARY	VOLUME OF LOAN ₦
1.	Itesiwaju CICS Limited	3,000,000.00
2.	Iwo Moboluwaduro Asikoloto Coop. Society Limited	3,000,000.00
3.	Osogbo Amun Idunnu MPCS Limited	3,000,000.00
4.	Temidire Olorunda MPCS Limited, Osogbo	1,400,000.00
5.	Woru Egbedore Ibukun Agro Allied MPCS Limited	3,880,000.00
6.	Poultry Association of Nigeria MCS Limited	5,200,000.00
7.	Oyan Odo Otin Optimal CICS Limited	1,880,000.00
8.	Magbagbeola Olode Ife MPCS Limited	8,681,000.00
9.	Ora Igbomina Ifedayo Oluwa Cassava MPCS Limited	1,100,000.00
10.	Araromi Iwata Ejigbo Coop. Society Limited	1,800,000.00
11.	Oju Oja Gbongan Ayedaade Ife Oluwa Fadama	2,000,000.00
12.	Owode (Osogbo) Omo-Ode Shoe Works Coop. Society Limited	1,000,000.00
13.	Osogbo(Olorunda) Irewumi Coop. Society Limited	3,150,000.00
14.	Okuku Igidowo MPCS Limited	7,000,000.00
15.	Ofatedo (Egbedore) His Grace batik, Tie and Die Manufacture Coop. Society Limited	1,300,000.00
16.	Ayetoro (Olorunda) Progressive Brothers Coop. Society Limited	10,000,000.00
17.	Ezeg Quarry Oriade MPCS Limited	10,000,000.00
18.	Ejigbo Anuoluwapo Coop. Society Limited	4,400,000.00
19.	Ejigbo Iselogunse Coop. Society Limited	4,300,000.00
20.	Cogan Farmers Coop. Society Limited	4,000,000.00
21.	Ota-Efun (Olorunda) Imole Oluwa Coop. Society Limited	6,000,000.00
22.	Osogbo Valsaytek Coop. Society Limited	5,700,000.00
23.	The Great Atlantic Agro-Allied (Orolu) MCS Limited	5,700,000.00
24.	Afole Ota-Efun (Olorunda) Furniture Making Coop. Society Limited	3,000,000.00
25.	Olorunsogo (Egbedore) Ifenirewa Coop. Society Limited	1,000,000.00
26.	Okuku (Odo-Otin) Ewenla Olobi CI & CS Limited	1,000,000.00
27.	Okuku (Odo-Otin) Surulere Piggery Farmers Coop. Society Limited	5,700,000.00
28.	Popo Area Iragbiji Ife Oluwa MCS Limited	4,190,000.00
29.	New Generation Itesiwaju MCICS Limited	4,200,000.00
30.	Olorunda LGA Quarry and Tipper Owners Limited Coop. Society Limited	3,600,000.00
31.	Erin Osun Irepodun Iwajowa CICS Limited	1,800,000.00
32.	Olorunda LGA Quarry and Tipper Owners Coop. Society Limited	3,700,000.00

33.	Dagbaja Ifedapo CICS Limited	5,730,000.00
34.	Ipetu Ijesa Oriade Ifelodun CICS Limited	3,500,000.00
35.	Otapete Ilesa West Asejere Owonikoko Coop. Society Limited	5,000,000.00
36.	Olorunda Tipper Owners MCS Limited	2,350,000.00
37.	Ede Pacesetters CICS Limited	3,500,000.00
38.	Gbamila Egbedore Fadama CICS Limited	2,270,000.00
39.	Baba Ibadan Mafowurosere CICU Limited	5,600,000.00
40.	Ajanaku (Ayedaade) Alasela Fadama Farmers MCS Ltd	4,600,000.00
41.	Oke-Baale (Osogbo) Omilere Coop. Society Limited	4,000,000.00
42.	Alekuwodo (Osogbo) Amazing Grace Coop. Society Limited	2,500,000.00
43.	Moroyin Sekona (Ede South) Ifesowapo Coop. Society Limited	2,500,000.00
44.	Oroki Asala Owode (Osogbo) Fadama Planks Dealer MCS Limited	6,000,000.00
45.	Araromi, Iwo (Iwo) Golden Sisters Coop. Society Limited	2,000,000.00
46.	Ogo Oluwa Oke Osun CICS Limited	2,750,000.00
47.	Kasmo Industry Nig. Limited	24,590,000.00
48.	Kokoorin Ventures Limited	6,714,000.00
49.	Alh. Muritala Oyetunji and Sons Ltd	114,235,000.00
50.	Agu-Odumegwu Int'l Limited	43,804,000.00
51.	Top Stay International Limited	40,732,000.00
52.	Ollan Holdings Nigeria Limited	38,432,000.00
	TOTAL	472,187,000.00

Annex 4: Operational Definition of Core Values

V A L U E	D E F I N I T I O N	EXAMPLES OF BEHAVIOUR	STRATEGY IMPLICATIONS
Integrity (Resource of the State which are people's resources are held by operators in the sector as stewards and the	All actions show the quality of being honest and having strong moral principles	<ul style="list-style-type: none"> • Dealing with people honest • Being constructively frank with people 	Putting in place best management practices in financial, human resource and other matters to demonstrate integrity
Efficiency (Best results from prudent use of resources)	Things are done well no waste of time, money or any other resource	<ul style="list-style-type: none"> • Attuning to people promptly • Rendering best services to people 	Ensuring adequate capacity enhancement of workers that will guarantee efficient service delivery
Creativity (Creativity promotes inventions and competitiveness)	Display of ability and skill to produce something new or to do things in a new way with better results	<ul style="list-style-type: none"> • Thinking out of the box in service delivery to the people 	Having a working environment that is devoid of dogmatism but that encourages and promotes innovativeness
Transparency (Transparency breeds trust which enhances productivity)	All actions are devoid of hidden factors but full of information that will put all stakeholders in the full knowledge of activities	<ul style="list-style-type: none"> • Giving information that are easy to understand 	Making appropriate information available to all workers and encouraging openness in the use of same
Responsiveness (Responsiveness endears the people to organizations and this boosts the organization's business)	Reactions to situations or people are timely, quick and positive	<ul style="list-style-type: none"> • Alertness to situational actions and quick and positive response to 	All facilities and resources for quick responses to situations are provided.

Annex 5: Details of costing projects.

s/n	Initiative/Cost component A	B		D			E	F			G			H			I
				2019	2020	2021	Cost Base	2019	2020	2021	2019	2020	2021	2019	2020	2021	Grand Total
		Cost Type		Unit				Cost per Unit('=N=)			Inflation%			Yearly Total			2019-2021
1	Provision of infrastructural facilities at Ilesha Industrial Estates	Developmental Capital	Fixed	0	0	1	Inflation Adjusted	80,000,000.00	100,000,000.00	110,000,000.00	60%	70%	100%	80,000,000.00	100,000,000.00	110,000,000.00	290,000,000.00
2	Renovation of building structure at the State College of Commerce and Cooperatives, Ode-Omu	Developmental Capital	Fixed	0	0	1	Inflation Adjusted	15,000,000.00	21,205,800.00	25,000,000.00	30%	40%	100%	15,000,000.00	21,205,800.00	25,000,000.00	61,205,800.00
3	Construction of pavillion at Trade Fair Complex, Ido-Osun	Developmental Capital	Fixed	0	0	1	Inflation Adjusted	25,994,500.00	35,000,000.00	80,158,800.00	20%	60%	80%	25,994,500.00	35,000,000.00	80,158,800.00	141,153,300.00
4	Skill Acquisition programme for 500 youths	Developmental Capital	Fixed	0	0	1	Inflation Adjusted	2,428,400.00	3,200,000.00	4,470,000.00	40%	80%	100%	2,428,400.00	3,200,000.00	4,470,000.00	10,098,400.00
5	Provision of recreational facilities at, Jalumi war site, Inisa	Developmental Capital	Fixed	0	0	1	Inflation Adjusted	1,232,100.00	1,662,600.00	2,367,500.00	30%	75%	100%	1,232,100.00	1,662,600.00	2,367,500.00	5,262,200.00
6	Construction of Toilet and	Developmental Capital	Fixed	1	0	0	Inflation Adjusted	15,000,000.00	-	-	100%	-	-	15,000.00	-	-	15,000,000.00

	changing room at Olumirin Waterfalls						ed							00.00			
7	Construction of Car Park(100 vehicles capacity) at Olumirin water fall, Erin-Ijesa	Developmental Capital	Fixed	1	0	0	Inflation Adjusted	10,700,000.00	-	-	100%	-	-	10,700,000.00	-	-	10,700,000.00
8	Construction of Games Village at Olumirin water falls, Erin-Ijesa	Developmental Capital	Fixed	1	0	0	Inflation Adjusted	10,000,000.00			100%	-	-	10,000,000.00			10,000,000.00
9	Purchase of Costumes Props and Arts Materials	Developmental Capital	Fixed	0	0	1	Inflation Adjusted	210,700.00	100,000.00	100,000.00	55%	80%	100%	210,700.00	100,000.00	100,000.00	410,700
10	Outer Gate entrance zone enhancement (i) Security post (ii) Tree lined walkway (iii) American Wire Fence	Developmental Capital	Fixed	1	0	0	Inflation Adjusted	11,530,300.00	-	-	100%	-	-	11,530,300.00	-	-	11,530,300.00
11	Provision of open space recreational centers with fence in certain areas in Osogbo Township and other zonal Offices(6 centers)	Developmental Capital	Fixed	0	0	1	Inflation Adjusted	2,500,000.00	3,500,000.00	5,000,000.00	40%	80%	100%	2,500,000.00	3,500,000.00	5,000,000.00	11,000,000.00
12	Procurement of 50 executive	Developmental Capital	Fixed	0	0	1	Inflation	5,000,000.00		20,000,00	20 Exe		30 Exec	5,00		20,000,	25,000,000.00

	chairs and tables at the State College of Commerce and Cooperatives						Adjusted			0.00	cuti ve cha irs and 20 Exe cuti ve tabl es in plac e		utive chair s and 30 Exec utive table s in plac e	0,00 0.00		000.00	
13	Construction of Osun Micro-Credit Agency's Office complex at Osogbo	Developmental Capital	Fixed	0	0	1	Inflati on Adjust ed	8,624,700.00	11,637,900.00	16,572,400.00	100 %	-	-	8,624,700.00	11,637,900.00	16,572,400.00	10,700,000.00
14	Production of 500 thousand customised paper envelop & 1 million cardboard carrier bags in the State of Osun	Developmental Capital	Fixed	0	0	1	Inflati on Adjust ed	4,928,400.00	6,650,200.00	9,470,000.00	40 %	80%	100 %	4,928,400.00	6,650,200.00	9,470,000.00	21,048,600.00
15	Procurement and maintenance of office furniture and equipment	Developmental Capital	Fixed	0	0	1	Inflati on Adjust ed	7,000,000.00	10,000,000.00	20,000,000.00	20 Exe cuti ve cha irs and 20 Exe		30 Exec utive chair s and 30 Exec utive	7,000,000.00	10,000,000.00	20,000,000.00	37,000,000.00

											cuti ve tabl es in pla ce		table s in plac e				
16	Upgrading of Saloon/ Tailoring Units at the Council Office Osogbo (Procurement of Modern Saloon Equipment)	Developmental Capital	Fixed	0	0	1	Inflati on Adjust ed	200,000.00		109,200.0 0	100 %	-	-	200, 000. 00		109,200 .00	309,200.00
17	Procurement/R efurbishing of 10 fairly used Toyota Corolla Vehicles	Developmental Capital	Fixed	0	0	1	Inflati on Adjust ed	5,000,000.00	20,000,0 00.00	10,000,00 0.00	-	100%	-	5,00 0,00 0.00	20,000 ,000.0 0	10,000, 000.00	35,000,000.00
18	Sculptured Wall / Artistic Embelishment of the Council Office Wall at Osogbo.	Developmental Capital	Fixed	0	0	1	Inflati on Adjust ed		300,000. 00	200,000.0 0	-	100%	-		300,00 0.00	200,000 .00	500,000.00
19	Purchase of 1 photocopying machine	Developmental Capital	Fixed	0	1	0	Inflati on Adjust ed	-	154,200. 00	-	-	100%	-	-	154,20 0.00	-	154,200.00
20	Purchase of furniture -5 tables and 5 Chairs	Developmental Capital	Fixed	0	0	1		-	-	130,000.0 0	-	-	100 %	-	-	130,000 .00	130,000.00
21	Renovation of Duro Ladipo Hall, Osogbo	Developmental Capital	Fixed	0	0	1	Inflati on Adjust	-	-	250,000.0 0	-	-	-	100 %	-	250,000 .00	250,000.00

							ed											
22	(a) Grading of Ayikunnugba Access Road (b) Stair Case Improvement (c) Reconstruction of changing room	Developmental Capital	Fixed	0	0	1	Inflati on Adjust ed	-	30,000,000.00	-	10 %	-	100 %	-	30,000,000.00	-		30,000,000.00
23	Branded shops and Kiosk at Olumirin	Developmental Capital	Fixed	0	1	0	Inflati on Adjust ed	-	8,731,100.00	-	40 %	-	100 %	-	8,731,100.00	-		8,731,100.00
24	Construction of 5 No Guest Chalets at Olumirin	Developmental Capital	Fixed	0	1	0	Inflati on Adjust ed	-	25,000,000.00	-	40 %	-	100 %	0	25,000,000.00	-		25,000,000.00
25	(a) Transportation and logistics service no 50 seater luxurious buses	Developmental Capital	Fixed	0	0	1	Inflati on Adjust ed	-	-	45,000,000.00	30 %	-	-	100 %	-	45,000,000.00		45,000,000.00
26	Cable car in partnership with Private Investors	Developmental Capital	Fixed	0	0	1	Inflati on Adjust ed	-	-	45,753,800.00	-	-	100 %	-	-	45,753,800.00		45,753,800.00
								205,349,100.00	277,141,800.00	394,581,700.00				205,349,100.00	277,141,800.00	394,581,700.00		877,072,600.00