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| Ondo State: Comparative Advantage and Development Goals |
| **ONDO 2054** |
|  |
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# 1 Background

The environmental scan of the Ondo State economy was carried out to obtain an overview of the current state of development of Ondo State. The scan was based on data provided across the different sectors of the state by the key Ministries, Departments and Agencies in the state. The output of the scan indicates, among others, the development achievements and the current challenges facing Ondo State.

Given the identified development achievements and the current challenges facing Ondo State, new goals must be set and strategies appropriate to the goals must be put in place. These strategies must be implemented in synergy by both the public and the private sector of the state’s economy. The new goals must be set with due considerations given to the available state resources.

The new State Development Plan must be able to harness resources available to the State and stimulate both the public and private sectors to carry out the required investments in the different sectors of the State’s economy. In this document, a concise overview of Ondo State’s comparative advantage and the specification of a new set of goals to be pursued by stakeholders in Ondo State for the next 30 years. The new set of goals came out of a series of consultations at different levels including visioning process which brought the critical stakeholders together. It also presents the agreed Key Performance Indicators that will be used to track the progress of the state towards the realization of these goals over the next thirty years.

# 2. Comparative Advantage of Ondo State

Ondo State has a comparative advantage in some value chains due to the state's natural resource endowments, which make the development of those value chains easier. The rate of economic development in the state over the next thirty years will depend on the effective utilization of its mineral endowments, marine resources and its agricultural potentials.

Ondo State is rich in hydrocarbon deposits. Though, crude oil is being extracted from oil wells in the riverine LGAs of Ilaje and Ese-Odo, there is little evidence of oil and gas operations in the state. The projected Olokola oil and gas Ondo-lynyi Industrial Park in Ore, Ondo Guangdong Free Trade Zone Limited free zone was created to increase the impact of oil and gas production and processing in the state by creating jobs, wealth for the people, and money for the government. The state will pursue a policy of facilitating the development of viable oil and gas operations by creating an enabling environment within the ambit state government powers. Ondo State also has substantial reserves of bitumen which has remained largely unexploited. Previous efforts to explore the bitumen reserves have achieved unsatisfactory results. Nonetheless, the state will promote bitumen exploitation over the coming years by facilitating it and creating an enabling environment. The main goal is to make bitumen exploitation contribute to job creation, wealth building for the people, and revenue generation for the government of Ondo State.

The other significant mineral reserves in Ondo State are clay (for ceramics), and sand (for glass manufacture). The glass sand provided raw materials for the now-defunct Oluwa Glass Industry. The state will promote the development of a virile private-sector led value chain based on the glass sand deposits through appropriate policies, technical support and facilitation to make various types of glassware. Similarly, new firms will be established around the Ifon axis to manufacture ceramic products. This will not exclude the resurrection of the moribund ceramic industry in Ifon through a private sector led initiative.

For agricultural endowments, the state is blessed with Local Government Areas (LGAs) in the southern part of the state with climatic and soil conditions suitable for tree and arable crop growth. However, the tree crop (permanent) economy has the potential to impact positively these LGAs, if properly utilized. These LGAs include Ile Oluji/OkeIgbo, Okitipupa, Odigbo, and Irele, and the main tree crops are oil palm and cocoa. Plantain production is also significant in these LGAs.

Oil palm has the ability to contribute to local food production (oils), exports (palm kernel, palm kernel cake), and industrial raw materials. Nigeria currently needs to increase oil palm production to fulfill local demand. Ondo State is home to several oil palm palm plantations. These include two old large-scale oil palm companies (Okitipupa and Ore-Irele Oil Palm Companies) JB Farms Ore and SAO Capital Farms Ore, which require capital injection and rejuvenation. The oil palm value chain has the potential to generate extra employment, wealth for individuals, and revenue for the government if new plantations are established and current ones are rehabilitated. Currently, there is a supply-demand mismatch for palm produce-based products in Nigeria in terms of quality and quantity. As a result, the government of Ondo State would provide technical assistance in the establishment of small and medium-sized oil palm companies. Ondo State has the longest coastline with deepest natural daft in Nigeria that is capable of transporting heaviest cargoes. Ondo Deep-Sea Port, i.e. Port Ondo was approved and pronounced by the ex-President Muhamadu Buhari.

Cocoa is an export crop dominated by a small number of international businesses. Ondo State is the top cocoa producer in Nigeria. In addition to growing cocoa beans, the state is home to a few cocoa processing plants. In terms of employment generation, wealth creation for individuals, and income generation for the government, cocoa is unlikely to do much better than it is already doing in the next couple of years. This is due to limited value enhancement. The processing plants are likely to continue producing intermediate cocoa products for export using capital-intensive technology. The cocoa value chain in the state is unlikely to provide a significant number of new job opportunities. Nonetheless, the cocoa value chain will continue to provide employment for a considerable number of Ondo State inhabitants. To this end, the state will continue to support the cocoa value chain.

Akoko South East, Akoko South West, Akoko North West, Akoko North East, and Owo LGAs are located on the state's northern axis and are currently focused on the production of food crops, particularly yams and cassava. These LGAs will continue to prioritize food crop production in the coming years. They also have the potential to support both beef and dairy cattle economy. It is now home to several semi-sedentary Fulani livestock herders. Over the next couple of years, the state would foster the establishment of sedentary beef and dairy cattle enterprises (farms) in certain LGAs by giving technical and credit assistance to some indigenes of the LGAs who have been able to secure the required land. The dairy farms will use crossbreeds established by artificial insemination of indigenous cattle breeds with imported sperm from imported dairy breeds.

As a matter of policy, the government will approach the development of these diverse potential sources of comparative advantage by facilitating and establishing an enabling environment. Government would avoid direct investment in these businesses because government resources are limited and due to the problems of running government enterprises successfully in recent years.

# 3 Core Values and principles for policy formulation, implementation and service delivery

A set of core values and principles will underlie the formulation of policy, implementation of government programmes and service delivery in Ondo State. These core values and principles are:

**ACCOUNTABILITY & TRANSPARENCY**

*Government and all its agents are holding positions in trust; thus, they will be open and display the highest level of responsibility in all their acts and accountable to taxpayers.*

**INTEGRITY**

*All government activities will be conducted with integrity; civil and public servants will display the highest level of integrity.*

**INCLUSIVENESS**

*Gender and social inclusion will be given due considerations in all government activities*

**SUSTAINABILITY**

*Social, economic, and environmental sustainability will be adequately considered in the state's decision-making process and implementation of interventions*

**EFFICIENCY & EFFECTIVENESS**

*Value for money and efficiency will be paramount in deploying state’s resources, setting up new infrastructure and providing qualitative services to the citizens*

**PARTNERSHIPS**

*Partnerships with the Federal Government and the private sector will be sought by Ondo State Government towards the development of the strategic sectors of the state’s economy.*

*Due Process*

*All activities of government will be carried out by following the normal channels and protocols.*

# 4 2024 – 2054 Development Plan Goal

The overarching goal for the thirty-year plan period is:

To be an efficiently-administered state with functionally diversified economy, well harnessed resources and guaranteed socio-economic well-being and security

Over the thirty-year plan period, all policies, plans, infrastructure development and programmes of Government of Ondo State will be directed at ensuring that economy is well diversified, and resources are well harnessed and deployed for the social and economic well-being as well as security of lives and property. Integrity, accountability and inclusiveness will be the hallmark of governance in Ondo State. The State Government will work in partnership with the Federal Government and the private sector to create the required enabling environment for the private sector to experience robust growth from which every citizen will benefits. The State’s economy, as measured by the Gross Domestic Product (GDP), will experience significant growth, unemployment and poverty rates will decline and there will be significant improvement in households’ wellbeing as indicated by access to good educational, health and transportation infrastructure; reliable electricity, potable water, sanitation as well as security of lives and property. The overarching goal for the plan period will be pursued under the four development pillars. For each of the development pillars, a specific goal has been defined. Similarly, goals have been defined for thematic groups that made up each development pillar while Key Performance Indicators for tracking progress towards the goals have been specified. Thus, four major goals will be pursued during the plan period, with each goal corresponding to a development pillar. An overview of the overarching and the four development pillar goals is presented in Chart 1. The achievement of these four development pillar goals will move Ondo State towards the achievement of the overarching goal for the plan period.

# 5 Key Pillars and Goals for 2024 – 2054 Development Plan

For the plan period, four development pillars and 27 thematic areas have been specified. The pillars are:

* Prosperous Economy;
* Human Capital Development;
* Environment and Infrastructure; and
* Governance, Law and Order

In addition to the four pillars, Partnership and Social Inclusion will be treated as cross-cutting, implying that in all the activities of government under the four pillars, Partnership and Social Inclusion will be pursued. The 27 thematic areas arranged by pillars are presented in Table 1.

Table 1: Pillars and Thematic Areas of Ondo State Development Plan - Sunshine 2054

| **Pillars** | **Thematic areas** |
| --- | --- |
| **Prosperous Economy** | Agriculture and Food Security |
| **Industry and Investment Promotion** |
| **Oil & Gas and Solid Minerals** |
| Culture and Tourism |
| Public Finance |
| Revenue Diversification |
| **Human Capital Development** | Education |
| Health |
| Youth and Sports |
| Social Protection |
| **Environment & Infrastructure** | Works and Transport (Road, Rail, Water and Air) |
| Power and Energy |
| Renewable Energy |
| Water Resources |
| Digital Revolution |
| Information & Communication Technology |
| Land and Land Use |
| Housing, Physical and Urban Development |
| Rural and Community Development |
| Waste Management |
| Pollution Control |
| Sanitation and Hygiene |
| Global Warming/Climate Change |
| Flooding, Sea Incursion and Drainage |
| **Governance, Law and Order** | Administration |
| Security and Safety |
| Law and Order |
| **Cross-cutting:** Partnership and Social Inclusion | |

The overarching goal for the plan period will be pursued under the four development pillars. For each of the development pillars, a specific goal has been defined. Similarly, goals have been defined for thematic groups that made up each development pillar while Key Performance Indicators for tracking progress towards the goals have been specified. Thus, four major goals will be pursued during the plan period, with each goal corresponding to a development pillar. An overview of the overarching and the four development pillar goals is presented in Chart 1. The achievement of these four development pillar goals will move Ondo State towards the achievement of the overarching goal for the plan period.

**CHART 1: ONDO STATE DEVELOPMENT PLAN PILLARS AND GOALS**

To be an efficiently-administered state with functionally diversified economy, well harnessed resources and guaranteed socio-economic well-being and security

To provide services the will ensure that the citizens are healthy, educated and productive.

Prosperous Economy

Human Capital Development

Environment and Infrastructure

Governance, Law and Order

Partnership and Social Inclusion

To provide functional social, physical and resilient infrastructure, and promote sustainable environment

To provide responsive administration that guarantee good governance, justice and security

To diversify Ondo State's economy by harnessing its resources to stimulate prosperity for all citizens

The achievement of these four goals will move the State towards the achievement of the overall goal for the plan period. Each of the development pillars is further elaborated as follows.

## 5.1 Prosperous Economy: Goals and Performance Indicators

The goal for prosperous economy for the plan period is

To diversify Ondo State's economy by harnessing its resources to stimulate prosperity for all citizens

During this plan period, significant efforts will be made to diversify the state's economy by promoting agriculture, agro-processing, manufacturing, and the utilization of the state's mineral resources. This will be accomplished through the creation of an enabling environment, facilitation, and, when appropriate, the formation of partnerships between Ondo State and the Federal Government, as well as between the state and private sector firms. This goal will be pursued with a focus on job generation. Incentives for employment creation will be primarily directed at Micro, Small, and Medium-sized Enterprises (MSMEs). This strategy will enable more inhabitants of Ondo State to experience increased prosperity and improve the capacity of the citizens to contribute to the internally generated revenue of the state through meeting of tax obligations.

The key thematic areas under prosperous economy are Agriculture and Food Security; Industry and Investment Promotion; and Culture and Tourism. The goals and the Key Performance Indicators for prosperous economy are presented as in Table.2.

**Table 2: Goals and Key Performance Indicators for Economic Development Sub-Sectors**

| **Sub-sector** | **Sub-sector Goal** | **Sub-sector Key Performance Indicators** |
| --- | --- | --- |
| Agriculture and Food Security | To develop Agriculture and agro-allied industries for food security and employment generation | * Yield per hectare of major arable and tree crops * Outputs of major arable and tree crops per annum * Prices of major staple foods * Rural unemployment level * Agricultural household income per capita * Number of Agro-allied industries established * Number of functional food storage facilities * Slaughter statistics * Stock of laying birds * Broilers produced * Cat fish produced * Youth participation in Agriculture * Households with small ruminants * Tonnage of Output of Agro-allied Firms |
| Renewable Natural Resources | To ensure efficient and sustainable utilization of the State natural resources | 1. Forest canopy status 2. Number of hectares of forest reserve recovered from encroachment 3. Hectarage of (public and private) plantation established by species 4. Hectarage under forest reserve 5. Number of seedlings raised/Planted 6. Number of logs produced 7. Hectare of Forest Reserve Recovered and Regenerated |
| Culture and Tourism | To translate culture and tourism, into an active engine for investment and employment | 1. Number of local and international visitors to cultural and eco-tourism sites 2. Number of local and international visitors to Cultural festival 3. Number of hospitality business enterprises 4. Number of newly developed tourist centers 5. Number of the State-of-the-art recreation centers   Number of employments generated in culture and tourism sector |
| Industry and Investment Promotion | To be an attractive investment destination for local and foreign entrepreneurs; a major catalyst of prosperity among the citizens | 1. Unemployment level 2. Internally generated revenue (IGR) 3. Foreign investment attracted to the state 4. New SMEs registered 5. SME mortality rate   Number and size of industrial parks |
| Oil & Gas and Solid Minerals | To facilitate investments based in oil & gas and solid minerals. | 1. Oil & Gas and Solid Minerals’ related employment 2. Contribution of the Oil & Gas and Solid Minerals investments to the state’s IGR 3. New Oil & Gas and Solid Minerals investments 4. Reported Cases of illegal Mining |

## 5.2 Human Capital Development’s Goals and Performance Indicators

The goal for human capital development for the plan period is

To provide services the will ensure that the citizens are healthy, educated and productive.

The human capital development goal focuses on equitable access of all citizens to social amenities and services. Gender equality and social inclusion shall be prioritized in the pursuit of this goal. The most significant of these amenities are found in the health and education sub-sectors; emphasis will be placed on ensuring all citizens have access to basic health care services and basic education. Policies and interventions will be undertaken over the plan period to ensure that both the private and public sectors play active roles in providing the residents of the State with equitable access to basic services.

The goals and the Key Performance Indicators for human capital development are presented as in Table 3.

**Table 3: Goals and Key Performance Indicators for Human Capital Development**

| Sub-sector | Sub-sector Goal | Sub-sector Key Performance Indicators |
| --- | --- | --- |
| Health | To provide quality, effective, efficient, equitable, affordable, acceptable and comprehensive health care to all citizens. | * Number of deliveries in health facilities * Number of under five children fully vaccinated * Number of under five children not fully vaccinated * Infant and child mortality rate * Maternal mortality ratio * HIV prevalence * Malaria incidence * Average distance to the nearest health facility * Ratio of health professionals to population * Health sector budget performance * Number of Deliveries in TBA’s facilities * Morbidity rate * Number of Hospital Beds * Mortality Rate * Birth Rate * Number of Residents on Health Insurance Scheme |
| Education | To provide qualitative education for the technological and socio-economic advancement of the people | * Pupils/Students – Teachers ratio * Drop-out rate * Gross enrolment rate * Net enrolment rate * Gender disparity * Number of pupils/students per classroom * Proportion of SS3 leavers with the 5 credits inclusive of Mathematics and English language. * Total number of teachers trained * Number of new accredited universities/ colleges by NUC in the current year * Number of new university courses or programmes accredited to be offered by the new or existing universities in the state * Number of accredited technical/vocational institutions by NBTE in the current years * Total number of Education Officers trained during the year. * Education sector budget performance * Literacy Rate |
| Youth and Sports | To provide inclusive and sustainable youths/sport development services | * Participation in sports competitions * Gender Disparities in Sports Participation * Capacities and utilization of sporting facilities * Youth unemployment rate * Average distance to the nearest sport facility * Number of Youth in Skilled Acquired Businesses * Number of Youth in entrepreneurial Businesses * Number of functional and standard skill acquisition centres * Number of Youth participating in sports |
| Social Protection | To provide inclusive and sustainable welfare services to the poor and vulnerable of the State | * Number of Orphans and vulnerable children supported by Government and NGOs, CBOs & FBOs * Number. of children saved from being tried in adult Courts through the operation of family courts * Number of estranged families counseled/settled * Perception Index * Percentage of public facilities with special provisions for people with special needs * Reported cases on GBV * Reported cases on child abuse * Reported cases on child trafficking * Number of Special Programmes for the vulnerable and elderly |

## 5.3 Environment and Infrastructure: Goals and Performance Indicators

The goal for environment and infrastructure for the plan period is:

To provide functional social, physical and resilient infrastructure, and promote sustainable environment

Ondo State will pursue environmental sustainability and at the same time provide infrastructure required by the people of the state. The moto with respect to the environment will be “***Clean and Green***” while for infrastructure, it will be “***Quality, Quantity and Value for Money***”. This is because infrastructure of the right quality is required in adequate quantities to ensure the economy is functioning well.

Road, rail, water and air transport infrastructure, adequate supply of energy, appropriate Information & Communication Technology facility and properly planned/regulated land use must be available for Large scale industries as well as Small and Medium Scale Enterprises (SMEs to operate optimally. The SMEs will become the engine that will contribute significantly to employment generation and the state’s IGR. They will hence be properly stimulated for sustained growth. Currently, inadequate power supply is constraining their growth and sustainability. Thus, Ondo State will promote energy (electricity) generation from gas and solar to complement what is being supplied from the national grid. It will evolve creative arrangements with the Federal Government and the private sector to increase access to power supply and better distribution in the state.

Other areas in which Ondo State requires good infrastructure include education, health, tourism, potable water, etc. For all types of infrastructure, effort will be made to develop appropriate design and project the required capacity well into the future to enable adequate financial provision to be made ahead of time for the construction of the infrastructure. The state will ensure that the design of each infrastructure takes cognizance of social, economic and environmental sustainability. Above all, it will pursue value for money in putting the infrastructure in place. Since improvements in the socio-economic wellbeing of the people will be propelled by functional and efficient infrastructure. Both the urban and the rural communities will be provided with equitable access to these infrastructures.

Facilities for solid waste and waste water management; and regulations will be given adequate attention during the plan period to ensure the sustainability of the environment. Pursuant of the “***Clean and Green***” motto, special attention will be paid to the environment, biodiversity and conservation. Pollution control as a result of industrial activities and handling of household wastes will be given the required regulatory attention. Green Growth will be pursued to minimize the overall impact of economic growth on the environment and mitigate climate change.

The goals and the Key Performance Indicators for environment and infrastructure are presented as in Table 4.

**Table 4: Goals and Key Performance Indicators for Environment and Infrastructure**

| Sub-sector | Sub-sector Goal | Sub-sector Key Performance Indicators |
| --- | --- | --- |
| Water | To provide equitable access to potable water | * Length of network (Km) * Total Connection (Nos) * Active Connections (Nos) * Collection Efficiency (%) * Capacity Utilization (%) * Water Production (M3) * Water Sold (M3) * Households with access to potable water (%) * Functional Water Schemes (%) * Non- Revenue Water (%) * Cost recovery efficiency (100x Total revenue collected in the year / Total operational cost in year (N)) * Number of Boreholes constructed * Number of Household with access to potable water |
| Works and Transport | To provide a safe, comfortable, efficient and cost effective intra- and inter-state transport networks | * Number of towns/cities with rail transport connection * Number of passengers transported by the rail system * Tonnage of goods transported by the rail system * Number/Kilometers of road constructed, reconstructed and rehabilitated. * Kilometer of roads maintained. * Cost of transportation. * Number of Rural Roads Rehabilitated * Number of Road accident. * Travel time. * Road accidents and fatalities reported * Number of rural communities not connected through tarred roads * Traffic rules contraventions recorded * Number of car parks * Number of motor parks * Number of jetties * Kilometers of water ways maintained * Number of passengers passing through the airport |
| Housing | To facilitate equitable access to housing | * Number of buildings that meet building code requirement. * Percentage of Private Sector participation in Private and Public Housing. * Number of building collapse case. * Number of buildings approved * Number of Households with access to functional housing * Number of Housing Estates * Number of existing Building without approval |
| Power supply | To harness the energy potentials of the state for the production and distribution of electricity with a view to stimulating the state economy | * Number of towns and villages provided with electricity * Output of embedded power generating plants * Average hours of electricity supply per day * Number of Households with access to electricity * KWr generated via renewable energy * Customer perception Index * Number of electricity generated via renewable energy |
| Environment | To promote safe, clean, create, functional, aesthetically pleasing climate resilient and sustainable environment safe for human habitation and protection and conservation natural resources | * Number of Rivers (non-concrete) channelization done * Number of Rivers (concrete) channelization done * Number of pollution complaints received * Number of pollution complaints attended to. * Number of flooding and sea incursion complaints received * Number of flooding and sea incursion mitigation facilities * Number of places (sites) beautified * % of urban households/premises having access to direct/regular solid waste collection service * % of the estimated generated waste, and also being collected, adequately treated in line with acceptable/national standards * Recycling rate – ratio of recycled waste vis-à-vis amount estimated generated * % of households/living premises having/providing access to adequate basic sanitation * % of wastewater flows (black and grey water), from domestic or industrial source treated to national standards * % of premises having access to properly drained storm-water * Number of Tree planted as wind break and carbon sinks * Number of Parks maintained * Number of Environmental Impact assessment (EIA) Statement/Certificate issued. * Number of Environmental Management Plan (EMP) Commissioned. * Number of Environmental Audit Commissioned (EA) * Level of compliance of the Citizens to environmental Laws. * Level of maintenance and facelift of the State dumpsites/Land fill sites. * Number of self-help projects on environment * Number of erosion sites rehabilitated * Number of parks established and maintained * Number of noise pollution reported |

## 5.4 Governance, Law and Order: Goals and Performance Indicators

The goal for Governance, Law and Order in Ondo State for the plan period is:

To provide responsive administration that guarantee good governance, justice and security

The thematic areas under Governance, Law and Order are Administration, Security and Safety; and Law and Order.

The Government will lean heavily on the civil/public services of the state in order to plan for and implement plan and programmes that will enable Ondo state to achieve the development plan overarching goal. Civil/public services and related institutions in Ondo State will be re-configured and continuously improved to make them more effective and efficient throughout the 30-year plan period. This is with a view to ensuring that the civil/public services institutions can continuously provide responsive services to Ondo State citizens, improve their socio-economic wellbeing and guarantee the security of lives and property.

To achieve this, the human resource structure will be reviewed periodically and renewed as appropriate. Succession plans will be put in place and regularly updated as appropriate. Skill-gap analysis of civil and public servants will be carried out at appropriate intervals and the outcomes of the analysis will form the basis of training, re-training and re-orientation of the civil and public servants. In addition, modern information and communication technologies (ICTs) will be introduced to the civil/public services. The interventions in human resources and ICTs will be complemented with appropriate planning, monitoring and evaluation framework during the plan period. Thus, over the plan period, there will be significant improvements in the way the government business is conducted especially with respect to public finances, service delivery, and formulation and implementation of policies and strategies for the development of the State.

Ultimately, these efforts will lead to a change in the management of public finance, service delivery, and formulation as well as implementation policies and strategies for the development of the State.

Fundamental principles for policy formulation, implementation and service delivery; namely Integrity, Sustainability, Efficiency, Partnerships, Accountability, and Inclusiveness; will be pursued at all levels of public service during the plan period.

Since law and order is paramount to guaranteeing safety for the citizens and equitable performance of business contractual agreements, the Government will continue to modernize the justice system in the state by adequately funding the judiciary and providing it with modern infrastructure to facilitate efficient delivery of justice. The Government will also continue to adequately equip the State’s security outfit (Amotekun Corp) while collaborating with the Nigeria Police and the other armed forces of Nigeria towards the security of lives and property in the state. The goals and the Key Performance Indicators for the thematic areas under Govenance, Law and order are presented as in Table 5.

**Table 5: Goals and Key Performance Indicators for** Governance, Law and Order

| Sub-sector | Sub-sector Goal | Sub-sector Key Performance Indicators |
| --- | --- | --- |
| Human Resource Management (OHoS) | To have a resourceful human management system that meets global standards | * Staff turnover rate * Time-to delivery of service * Public perception index |
| Administration of Justice | To reduce crime, ensure timely dispensation of justice and achieve a peaceful society | * Number of crimes reported by categories * Percentage of crimes reported that is conclusively prosecuted * Number of crimes detected and prevented * Number of Awaiting Trials in Prison Custody * Number of cases concluded * Public perception index * Average Duration for Deciding Court Cases * Number of cases submitted for arbitration * Number of cases resolved via ADR * Number of crime committed |
| Legislature | To have a proactive and sensitive legislature that is responsive to the demands of the people. | * Number of bills passed into law * Number of functioning constituency offices * Number of public hearings held * Number of bills passed and assented to by the Governor |
| Public Finance | To ensure efficient management of the State’s financial resources | * Internally generated revenue * Government debt * Capital-Recurrent Expenditure Ratio |
| Economic Planning and Budget | To ensure public and household economic wellbeing[through planning for inclusiveness] | * Real GDP * GDP growth * Budget deficit * HDI * Budget performance * Poverty headcount * Per capita income |
| Information and Communication | To offer credible platform for the exchange of information with a view to stimulating the socio-economic well-being of the people | * Coverage of radio and television signal * Number of hits on public sector website * Number of media platform in the state * Public perception index * Time-to delivery of statistical information |

# 6. Responsibilities for Delivering on Goals

The MDAs in the sector groupings (Development Pillars) have the responsibilities to deliver on the goals for their sector groupings and the overall goal of the development plan. Table 6 depicts this apportionment of responsibilities and goal relationships among the key MDAs

## 6.1 Prosperous Economy

**Table 6A: Sector Goals and Responsibilities for Delivering on Goals for Prosperous Economy**

| **Development Plan Overall Goal:** To be the best administered state in Nigeria with well diversified economy, well harnessed resources and guaranteed socio-economic well-being and security | | |
| --- | --- | --- |
| **Prosperous Economy [Pillar] Goal:** To diversify Ondo State's economy by harnessing its resources to stimulate prosperity for all citizens | | |
| **Sub-Sectors** | **Sub-Sector Goal** | **Ministries, Departments and Agencies** |
| Agriculture and Food Security | To develop Agriculture and agro-allied industries for food security and employment generation through the application appropriate technologies. | Ministry of Agriculture & Forestry |
| Ministry of Agriculture & Forestry (Forestry component) |
| Ondo State Afforestation Project |
| Ondo State Agri-Business Empowerment Centre (OSAEC) |
| Agricultural Input and Supply Agency (AISA) |
| Agro-Climatology and Ecological Project |
| Cocoa Revolution Office |
| FADAMA Project |
| LIFE.NG Project |
| Agricultural Development Programme |
| Renewable Natural Resources | To ensure efficient and sustainable utilization of the State natural resources to meet industrial needs and boost government revenue base | Ministry of Environment |
| Waste Management Authority |
| Ministry of Natural Resources |
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| Culture and Tourism | To translate tourism through the preservation of culture and heritage sites into an active engine for investment and employment | Ministry of Culture and Tourism |
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| Industry and Investment Promotion | To be an attractive investment destination for local and foreign entrepreneurs; a major catalyst of prosperity among the citizens | Ministry of Commerce, Industry and Cooperative Services |
| Micro Credit Agency |
| Ministry of Culture and Tourism |
| Ondo State Investment Promotion Agency (ONDIPA) |
| Ondo State Entrepreneurship Agency (ONDEA) |
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| Oil & Gas and Solid Minerals | To facilitate investments based on the oil & gas and solid minerals endowments of the state | Ministry of Energy, Mining & Mineral Resources |
| Ondo State Oil Producing Area Development Commission (OSOPADEC) |
| Regional Integration and Special Duties |
| Ministry of Environment |

## 6.2 Human Capital Development

**Table 6B: Sector Goals and Responsibilities for Delivering on Goals for Prosperous Economy**

| **Development Plan Overall Goal:** To be the best administered state in Nigeria with well diversified economy, well harnessed resources and guaranteed socio-economic well-being and security | | |
| --- | --- | --- |
| **Human Capital Development [Pillar] Goal:** To provide efficient human capital development services comparable to global standards | | |
| **Sub-Sectors** | **Sub-Sector Goal** | **Ministries, Departments and Agencies** |
| Education | To provide qualitative education for the technological and socio-economic advancement of the people | Ministry of Education, Science and Technology |
| Board of Adult, Technical and Vocational Education |
| Ondo State Teaching Service Commission |
| Ondo State Scholarship Board |
| Ondo State Education Endowment Fund Office |
| State Universal Basic Education Board |
| Ondo State Library Board |
| Olusegun Agagu University of Science and Technology |
| Rufus Giwa polytechnic, Owo |
| Ondo State University of Medical Sciences |
| Federal University of Technology, Akure |
| Federal College of Agriculture, Akure |
| Adeyemi University of Education, Ondo |
|  | Adekunle Ajasin University, Akungba Akoko |
|  |
|  |
|  |
| Health | To provide accessible, affordable and quality health care to all citizens | Ministry of Health |
| University of Medical Science Teaching Hospital |
| Neuro-Psychiatric Specialist Hospital |
| Primary HealthCare Development Agency |
| Contributory Health Commission |
| Hospitals Management Board |
| Ondo State Agency for the Control of Aids |
| Drugs and Health Commodities Mgt Agency |
| Board for Alternative Medicine |
| Emergency Medical Service |
| School of Health Technology |
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|  |
| Youth and Sports | To provide inclusive and sustainable youths/sport development services |  |
|  |
| Ministry of Youth and Sports Development |
| Ondo State Football Agency |
| Ondo State Sports Council |
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|  |
| Social Protection | To provide inclusive and sustainable welfare services to the citizens of the State | Ministry of Women Affairs and Social Development |
| Ministry of Economic Planning & Budget |
| Micro Credit Agency |
| Ondo State Livelihood Improvement Family |
| Enterprise -Niger Delta (LIFE-ND) |
| Ministry of Justice |
| Public and Inter-Governmental Relations |
| Agency for the Welfare of Persons with Disabilities |
| Ondo State Agency Against Gender-Based Violence |
| Office of the Special Adviser to Mr. Governor on Gender |
| Consumer Protection Committee |
| State Emergency Management Agency (SEMA) |
| Citizens Right Mediation Centre/Office of Public Defender |

## 6.3 Environment and Infrastructure

**Table 6C: Sector Goals and Responsibilities for Delivering on Goals for Environment and Infrastructure**

| **Development Plan Overall Goal:** To be the best administered state in Nigeria with well diversified economy, well harnessed resources and guaranteed socio-economic well-being and security | | |
| --- | --- | --- |
| **Environment & Infrastructure [Pillar] Goal:** To provide efficient social and physical infrastructure, and promote sustainable environment for economic development | | |
| **Sub-Sectors** | **Sub-Sector Goal** | **Ministries, Departments and Agencies** |
| Water | To provide equitable access to potable water | Ministry of Water Resources, Public Sanitation & Hygiene |
| Ondo State Water Corporation |
| Ondo State Rural Water Supply and Sanitation Agency (RUWASSA) |
|  |
|  |
| Works and Transport | To provide a safe, comfortable, efficient and cost effective intra- and inter-state transport networks | Ministry of Lands and Infrastructure |
| Office of Transport |
| Public Works Department (OSARMCO) |
| Office of Transport-Vehicle Inspection (Area) |
| Office and Inland Waterways |
| Housing | To facilitate equitable access to housing | Ministry of Physical Planning and Urban Devt. |
| Ondo State Development and Property Corporation |
| Ondo State Building Control Agency |
| Ondo State Ministry of Lands & Housing |
|  |
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|  |
| Power supply | To harness the energy potentials of the state for the production and distribution of electricity with a view to stimulating the state economy | Ministry of Energy and Mines |
| Ondo State Electricity Board |
| Ondo State Electricity Regulatory Bureau (OSERB) |
|  |
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|  |
| Environment | To create an environment that is functional, aesthetically pleasing and safe for human habitation | Ministry of Environment |
| Ondo State Waste Management |
| State Environmental Protection Agency |
| New map Project Office |

## 6.4 Governance, Law and Order

**Table 6D: Sector Goals and Responsibilities for Delivering on Goals for Governance, Law and Order**

| **Development Plan Overall Goal:** To be the best administered state in Nigeria with well diversified economy, well harnessed resources and guaranteed socio-economic well-being and security | | |
| --- | --- | --- |
| **Justice, Law and Order [Pillar] Goal:** To provide just and equitable; efficient and effective legal system that promotes societal peace and thriving economy | | |
| **Sub-Sectors** | **Sub-Sector Goal** | **Ministries, Departments and Agencies** |
| Human Resource Management (OHoS) | To be a resourceful human management system that meets the maximum standard of effectiveness and transparency in service delivery | Office of the Head of Service |
| Department of Public Service Reforms and Dev. |
| Governor's Office-Government House and Protocol |
| Deputy Governor's Office |
| Office of the Secretary to State Government (SSG) |
| General Administration |
| Political and Economic Affairs Department |
| Service Matters Department |
| Ondo State Pensions Transitional Department |
| Labour Union (NLC, TUC & JNC) |
| Local Government Service Commission |
| Local Government and Chieftaincy |
| Civil Service Commission |
| Ondo State Independent Electoral Commission (ODIEC) |
| House of Assembly service Commission |
| Office of Establishments |
| Public Service Training Institute |
|  |
| Administration of Justice | To reduce crime and achieve a peaceful society | Ministry of Justice |
| Judiciary Service Commission |
| Nigerian Legion |
| Fire Services |
| State Security Council |
| Law Commission |
| Ondo State Security Agency and Amotekun Corps |
| Cabinet and Special Services Department |
|  |
| Legislature | To make Ondo State House of Assembly proactive and sensitive to legal demands of the people, comparable with world standard | Ondo State House of Assembly |
| House of Assembly Commission |
| Office of the Speaker |
| Office of the Deputy Speaker |
|  |
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|  |
| Public Finance | To ensure efficient management of the State’s financial resources | Min. of Economic Planning and Budget |
| Min. of Finance |
| Ondo State House of Assembly |
| State Bureau of Statistics |
| Office of the Accountant General |
| Internal Revenue Service |
| Office of the Auditor General |
| Debt Management Office |
| Local Government Audit |
| Micro Credit Agency |
| Ondo State Entrepreneurship Agency (ONDEA) |
| Economic Planning and Budget | To ensure public and household economic wellbeing [through planning for inclusiveness] | Ministry of Economic Planning and Budget |
| Budget Office |
| Ondo State Bureau of Statistics |
| Youth Employment and Social Support Operations (YESSO) |
| Economic Intelligence Office |
| Finance and Appropriation Committee, State House of Assembly |
| Manpower Development Office |
| Information and Communication | To offer credible platform for the exchange of information with a view to stimulating the socio-economic well-being of the people | Ministry of Information and Orientation |
| State Information Technology Agency |
| Orange FM |
| Ondo State Radio vision Corporation |
| Ondo State Signage Agency |
| Owena Press |

# ANNEXES