



**THE WORLD BANK**

## **FINAL IMPACT ASSESSMENT & EVALUATION REPORT**

Consultancy for the Impact Assessment for the Ogun State Economic Transformation Project (OGSTEP)

December 2025

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## ABBREVIATIONS AND ACRONYMS

BEE	Business-enabling Environment
CofO	Certificates of Occupancy
DA	Designated Account
DB	Doing Business
DLI	Disbursement Linked Indicator
DVT	Dual Vocational Training
EFA	Economic and Financial Analysis
EIRR	Economic Internal Rate of Return
ESIA	ESIA Environmental and Social Impact Assessment
ESMF	ESMF Environmental and Social Management Framework
ESMP	ESMP Environmental and Social Management Plan
FGN	Federal Government of Nigeria
FM	Financial Management
FRILIA	Framework for Responsible and Inclusive Land-Intensive Agriculture Investments
GBV	Gender-based Violence
GDP	Gross Domestic Product
GIS	Geographical Information System
GIZ	German Agency for International Cooperation
GRC	Grievance Resolution Committee
GRM	Grievance Redress Mechanism
IA	Implementing Agency
IBRD	International Bank for Reconstruction and Development
ICR	Implementation Completion and Results Report
IDA	International Development Association
IFC	International Finance Corporation
IGR	Internally Generated Revenue
IPA	Investment Promotion Agency
IPF	Investment Project Financing
IRR	Internal Rate of Return
IVA	Independent Verification Agent
KPI	Key Performance Indicator
LGA	Local Government Area
M&E	Monitoring and Evaluation
MDA	Ministries, Departments, and Agencies
MIS	Management Information System
MoBP	Ministry of Budget and Planning
MTC	Model Technical College
MTSS	Medium Term Sector Strategy
NGN	Nigerian Naira
NGO	Non-Governmental Organisation
NPV	Net Present Value
OGIS	Ogun Geographic Information System
OGMoA	Ogun State Ministry of Agriculture
OGMoBP	Ogun State Ministry of Budget and Planning
OGMoCI	Ogun State Ministry of Commerce and Industry
OGMoE	Ogun State Ministry of Education, Science and Technology
OGMoEn	Ogun State Ministry of Environment
OGBoL	Ogun State Bureau of Lands and Survey
OgunInvest	Ogun State Investment Promotion and Facilitation
OGMUPP	Ogun State Ministry of Urban and Physical Planning

OGWASD	Ogun State Ministry of Women Affairs and Social Development
OGIRS	Ogun Internal Revenue Service
OLARMS	Ogun State Land Administration & Revenue Management System
OPIC	Ogun State Property and Investment Corporation
OSIC	Ogun State One-Stop-Shop Investment Centre
PDO	Project Development Objective
PFMU	Project Financial Management Unit
Project	Program-for-Results
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PLR	Performance and Learning Review
PMI	Progressive Mathematics Initiative
PMP	Pest Management Plan
PPP	Public Private Partnership
PSC	Project Steering Committee
PSGRDP	Public Sector Government Reforms and Development Project
PSI	Progressive Science Initiative
PTC	Project Technical Committee
QCBS	Quality Cost Based Selection
RAAMP	Rural Access and Agricultural Marketing Project
RAP	Resettlement Action Plan
RPF	Resettlement Policy Framework
SEA	Sexual Exploitation and Abuse
SESP	State Education Sector Plan
SME	Small and Medium Enterprises
SOE	Statement of Expenditure
SSA	Sub-Saharan Africa
STEM	Science, Technology, Engineering and Mathematics
STT	Sector Technical Team
TA	Technical Assistance
TC	Technical Colleges
TVET	Technical and Vocational Education and Training
TWG	Technical Working Group
US\$/USD	United States Dollar
VCDF	Value Chain Development Firm
VCDP	Value Chain Development Project
VEI	Vocational Enterprise Institution
WAEC	West African Examinations Council
WB	World Bank

**OGSTEP  
Project Data**

<b>Project</b>	<b>Loan/Credit/TF</b>	<b>Status</b>	<b>Approval Date</b>	<b>Signing Date</b>	<b>Effectiveness Date</b>	<b>Original Closing Date</b>	<b>Revised Closing Date</b>
P164031	IDA-6524-NG	Effective	18-Feb-2020	18-Feb-2020	16-March-2021	30-Jun-2025	31-Dec-2025

## EXECUTIVE SUMMARY

To explore the experiences of beneficiaries in Ogun State in Nigeria and better understand the motivations of policy-makers & other stakeholders/citizens interested in economic transformation of Ogun State, OGSTEP, through its Impact Assessment and Evaluation Consultant, Spatial Ecosystems Limited & Persepolis Consulting Limited JV (SPEC-Persepolis) conducted a series of focus groups and stakeholder interviews. SPEC-Persepolis conducted these qualitative and quantitative research surveys with Ogun State stakeholders and beneficiaries in November & December 2025. Findings from these research surveys are presented here and will inform ongoing goal of promoting economic transformation and prosperity in Ogun State.

### PDO Level Results Indicators

The PDO-level indicators provided below are used to measure progress in achieving the OGSTEP's PDO.

- **Improved business-enabling environment:** measured by the number of investment deals successfully facilitated by the Ogun State's Investment Promotion Agency
- **Strengthened agricultural value chains:** measured by the number of farmers in production clusters that have off-taker arrangements with agribusiness (disaggregated by gender and youth);
- **Upgraded skills:** measured by the number of beneficiaries of skills development programs that are hired or self-employed within 6 months after training (disaggregated by gender and youth).

Although **Public Sector Reforms (PSR)** do not have a formal PDO level Results Indicator, the project was saddled with the responsibility of reforming the processes, people and environment. These reforms took the shape of policy reviews, law enactments, digitalization, improved work offices and relevant tools and equipment and upskilling skillsets.

### Methodology

SPEC-Persepolis conducted 72 focus group discussions and 72 in-depth key informant interviews from October 27, 2025 through December 11, 2025. Focus group participants were recruited from beneficiaries of OGSTEP's interventions to the survey component of

SPEC-Persepolis project. The sessions were grouped by their shared experiences with the interventions as reported in the SPEC-Persepolis Survey. In total, 788 Ogun State beneficiaries participated in the focus group discussion research. After completing the focus groups, NORC conducted another 72 in-depth KI interviews with policy making and implementation experts, to gain the perspective of these stakeholders and how their views compare to the focus group participants. The details of the FGDs and KIs are highlighted in Tables ES1 and ES2 below.

**Table ES1 - Number of Focus Group Discussions and Participants**

Focus Groups	Focus Group Discussions	Participants
Farmers	10	105
Teachers/Instructors (from Technical Colleges, Selected Flagship and Secondary schools)	25	93
Students (from Technical Colleges, Selected Flagship and Secondary schools)	25	500
Training Service Providers (TSP)	9	81
Value Chain Development Firms	3	9
<b>Total</b>	<b>72</b>	<b>788</b>

## KEY FINDINGS

### OGSTEP's Interventions in Strengthening Agri-Food Value Chains

KIs and FGDs participants were asked about the impacts of the interventions of the OGSTEP in the strengthening of agri-food value chains in Ogun State; gaps and challenges noticed and their recommendations for overcoming those challenges and/or bridging those gaps; and their recommendations for the long-term sustainability of those interventions.

**Table ES2 - Number of Key Informant Interviews**

Key Informant(s)	Participants
Farmers	15
Principals (of Technical Colleges, Selected Flagship and Secondary schools)	25
Government Officials	10
PIU Staff Members	10
Value Chain Development Firms	8
SARC Managers	4
<b>Total</b>	<b>72</b>

## Impact

All the agricultural KII and FGD participants (100%) agreed that there have been positive to very positive impacts from OGSTEP interventions in the strengthening of agri-food value chains in Ogun State, with the interventions reaching its intended target – grass-root, small-holder farmers (SHF). 100% of these participants also admitted that matching grants granted to farmers in agreed ratio for farm-land preparation activities, supply of fertilizers and agro-chemicals helped in solving the greatest challenges that farmers had. Monocropping is now an acceptable business value chain model.

## Gaps and Challenges

About 100% of the agricultural KII and FGD participants agreed that the roles of the off-takers (buyers) in the value chain development were not properly defined. They strongly believe that off-takers should have been co-opted into making financial investments (i.e. advance payments) into the farmers' commodity production. They reported that pre-agreed or indexed pricing mechanisms – fixed prices, floor prices, etc – designed to protect both farmers and off-takers from volatile market price swings and put in the MoUs/contracts generated a lot of concerns, with most farmers refusing to sign the MoUs, when the fixed price clause was put in them. Most participants reported the underwhelming under-capacity displayed by some of the ISPs. All surveyed reported that bureaucratic delays in the payment of matching grants, renewal of contracts of the VCDFs and ISPs, approval of off-taker's MoU/contract template/draft led to late seasonal planting of value products or no planting of value products at all in the early years of interventions.

## Long-term Sustainability

All the agricultural KII and FGD participants agree that value chain model in Ogun State can only be sustained when the following actions are taken:

- Minimization of government's intervention in agriculture. VCDFs ask that the government should just facilitate and ensure an enabling environment for private investors i.e., private sector/market driven.
- Government needs to de-risk the value chain model in the state in order to attract private investors.

- Sustainability of the OGSTEP's value-chain arrangement can be further ensured if the Ogun State Government institutionalizes easier access to finance and inputs, according to the participants.
- The Government should leverage on the existing dynamics that have naturally formed between the aggregated farmers and the VCDFs and ISPs, according to some participants.

## **OGSTEP's Interventions in Upgrading Skills**

### **OGSTEP's Interventions in Upgrading TVET Education**

#### **Impacts**

All the 25 KII and 593 FGD participants agreed that there have been very great impacts from OGSTEP interventions in the upgrading of TVET skills in Ogun State. All (100%) agreed that the interventions probably saved technical and vocational training from extinction.

All the 8 Technical Colleges in the State reported increments in the enrollment of new students in their schools in 2025, compared to 2024, the year the interventions commenced – up to 500%. There have been sizeable increments in the enrollment of female students, too, especially in engineering crafts. All the participants acknowledged massive infrastructural improvements in all the technical colleges.

#### **Gaps and Challenges**

Finding shows that the higher enrollment in technical colleges after OGSTEP interventions has led to shortages of classrooms to accommodate those new entrants as well as shortages in teachers and instructors to teach them. These shortages were exacerbated by the “disarticulation” policy of the Federal Government of Nigeria. About 70% of the participants noted the lack of interventions by OGSTEP in the existing recreational facilities available in the technical colleges (renovation) or in its potentials (construction). Half of the GTCs reported the lack of hostel accommodation has discouraged higher number of enrollments in their schools.

#### **Sustainability**

100% of the KII participants strongly believe that OGSTEP's interventions in TVET are likely to be sustained in the long term by

- allowing the colleges to commercialize their services. If allowed, technical colleges would open up their workshops to external practitioners who could come to those workshops and make use of those equipment for fees. While the fees will be eventually paid to the State, a percentage of the fee (say 20 - 25%) can be retained in the college for running costs to maintain and service the investments.
- All the GTCs that their recently built and equipped ICT Centres can be offered for fees to JAMB and/or other examination bodies for use as computer-based testing (CBT) centres. Part of the funds generated may be retained in the colleges for running and maintenance of the colleges' operations.
- All GTCs also insist they can practice self-maintenance of the OGSTEP investments.

## OGSTEP's Interventions in Upgrading STEM Education

### Impacts

About 18 KII and over 300 FGD participants agreed that there have been very good to great impacts from OGSTEP interventions in the upgrading of STEM Education in Ogun State. All (100%) agreed that the interventions may have saved STEM education from total collapse. Most of the 236 selected flagship and/or flagship schools surveyed reported that the number of enrollments of new STEM students have substantially increased in their schools in 2025, compared to 2024, from 35% to 100%. Notable increments in the enrollment of female students ranging from 25% to 60% were reported in STEM courses. All acknowledged massive infrastructural improvements in all the science laboratories in their schools. The STEM syllabus was revised, moving away from rote memorization toward **hands-on, project-based learning** and the application of knowledge to real-world problems.

Over 80% of the FGD participants confirmed attending not less than 5 different capacity building programs and trainings, including courses in Mathematics Clinic Initiative, 2 training phases of Progressive Mathematics Initiative-Progressive Science Initiative (PMI-PSI).

### Gaps and Challenges

Higher enrollment in selected flagship secondary schools after OGSTEP interventions has led to shortages of teachers to teach them, with existing teachers often overworked and underpaid. There is a lack of interventions by OGSTEP in the existing secondary schools in the rural areas.

About 30% of the FGD participants believe that cultural beliefs, early marriage, gender stereotypes, lack of role models and lack of awareness about the breadth of STEM careers often discourage girls from pursuing these fields.

## Sustainability

100% of the KII participants and about 70% of the FGD participants strongly agree that OGSTEP's interventions in STEM education are likely to be sustained in the long term if the following steps are implemented.

- **Continuous Professional Development for STEM teachers.** STEM education in Ogun State will be sustained if the Government continues to implement ongoing, consistent training for teachers on new technologies and teaching methodologies.
- **Regular Updating of Curriculum.** The participants contended regular updating of the curriculum of STEM education in Ogun State will ensure sustainability.
- **Promotion of STEM Careers.** The Government to increase awareness of the wide range of STEM career opportunities available and connected to the local communities by solving local problems. Media campaigns on radio, TV, and social media can spread this message.
- **Provision of financial support.** The participants advise that scholarships and sponsorships should be offered to help students from low-income families overcome financial barriers to accessing education and learning materials. .
- **Overcoming Language and Learning Barriers.** Few of the participants (10%) suggest that learning materials and methods should be simplified and translated into major Nigerian languages.

## OGSTEP's Interventions in Upgrading Community Based Skills

### Impacts

All the 105 FGD participants surveyed over the community-based skills training agreed that there have been very, very good impacts from OGSTEP interventions in the community-

based skills training in Ogun State. All the 100% of the TSP participants reported that over 39,000 beneficiaries were trained, with 9000 of them undergoing NSQ certifications. 3 job centres/work hubs have been established in Abeokuta, Ijebu Ode and Ota respectively. All TSPs reported deriving economic/financial benefits from the community-based skills training service provisions. Ogun State is the first and only state in Nigeria to have established a Skills Acquisition Board (Ogun State Skills Acquisition Board). All reported infrastructural improvements of their training schools, acquisition of more equipment and machineries, introduction of more courses and syllabuses, modern training methods, etc.

### Gaps and Challenges

Finding shows that the lack of tools and equipment for trainees to use after their trainings is a major challenge. Trainees presently self-employed resort to the use the TSPs' equipment regularly on a temporary basis to execute their works. About 90% of the TSP participants argue that the standardized 3 months duration is not suitable enough for trades like leather-making, ICT/Multimedia, etc. They would have wanted trainings for themselves too; something like "train the trainers" programs that can be cascaded down in a "top-down" manner to the trainees.

All agree that sensitization is needed to overcome that societal bias that formal academic education is superior to vocational skills, which discourages young people from enrolling in training programs.

### Sustainability

100% of the KII participants and about 70% of the FGD participants strongly agree that OGSTEP's interventions in community-based skills training are likely to be sustained in the long term if the following steps are implemented.

- **Creation of More Work Hubs.** The participants suggest that apart from the 3 existing work hubs in Abeokuta, Ijebu Ode and Ota, more "work hubs" - shared physical locations or co-working spaces offering tools and equipment of the trades for freelancing artisans, start-ups and other workers – are needed.
- **Government should provide ongoing support:** Apart from the existing job placement centres available in the State, the Government should create more job placement

centre, offering post-training support such as mentorship, job placement services, and assistance with setting up businesses for these trainees.

### OGSTEP's Interventions in Improving Business Enabling Environment

#### Impacts

All the KII participants agreed that there have been good to very great impacts from OGSTEP interventions in the improvement of business enabling environment in Ogun State. (See Table ES3)

**Table ES3 – KPIs Measuring Impacts of OGSTEP Interventions in Improving Business Enabling Environment of Ogun State**

Processes	Interventions by OGSTEP	Impacts of OGSTEP Interventions	
		Pre-OGSTEP	Post-OGSTEP
Acquisition of Certificate of Occupancy (CofO)	Payment for Ogun State Land Administration and Revenue Management Systems (OLARMS) web portal, equipment and maintenance	<b>98 days</b> from start to finish. Pending applications <b>5 - 10 years old.</b>	<b>30 days</b> from start to finish
Acquisition of Construction Permits, etc		<b>51 days</b> from start to finish. Pending applications 5 -10 years old.	<b>7 days</b> from start to finish (residential). 14 days from start to finish (commercial).
Tax payments, issuance of tax clearance	Payment for Ogun State Internal Revenue Service (OGIRS) web portal, equipment and maintenance	<b>2 days</b> from payment to receipts	<b>2 minutes</b> from payment to receipts

Fiduciary accountability is now enhanced as payment is made online through the web portal straight into government coffer. Ogun State's business enabling environment is now being operated on private sector skillset.

#### Gaps and Challenges

All the KII participants confirmed the resistance to these innovative human-interaction-eliminating application web portals by the civil servants in the state, who fear replacement occurring now that the systems are in place. One of the affected civil servants pointed to the reduction of 50% of the work force in one of the business-enabling -environment (BEE) implementing agencies. It is possible that the resistance is also caused by the elimination of

the human interaction processes in the systems which have greatly reduced corruption hitherto inherent in the system.

Few also remarked on the lack of motivation and rewards for the personnel running the new BEE systems. Many of the personnel still require hand-holding, which is best expressed through capacity building, training and retraining programs. All complained bitterly about the proposed rehabilitation of the Land Administration Complex activity which was stepped down by the World Bank in January 2025.

## **Sustainability**

All the KII participants suggested that,

- since many of the MDAs involve in BEE implementation are now generating funds from their activities to the state, the government should allow parts of the funds generated to be retained in the MDAs for rewards and motivation of the staff as well as for maintenance of the web portals, equipment, internet subscription, etc. They strongly believe that this singular action will go a long way in the sustainability of these interventions.
- institutionalization of the processes will help a lot in sustaining OGSTEP's intervention. All the BEE processes, especially relating to OLARMS – CofOs, construction permits, etc. – may be codified as amendments to the Ogun State Physical and Urban Planning Law 2022, though difficult due to the recent enactment of that law. Ogun State judiciary should also review existing key laws that may be related to BEE to promote sustainability and overcome regulatory hurdles
- All the participants emphasize the need for consistent government commitment to BEE reforms, i.e. investment in sustainable infrastructure, adoption of ESG principles, etc

## **OGSTEP's Interventions in Improving Public Sector Management**

5 KIIs were conducted on the impacts (positive or negative) of the interventions of the OGSTEP in the improvement of public sector management in Ogun State

### **Impacts**

All the KII participants agreed that there have been very good impacts from OGSTEP interventions in the improvement of public sector management in Ogun State. All agreed that the interventions by OGSTEP have been very impactful in tackling financial constraints,

institutional weaknesses like poor financial management, corruption, digital literacy and the need for more effective accountability mechanisms in Ogun State. The e-Procurement platform is being upgraded in order to promote efficiency and accountability in the procurement processes in the State. An increasing number of civil servants are becoming digitally literate.

### **Gaps and Challenges**

All the KII participants confirmed the resistance to these innovative human-interaction-eliminating application web portals by the civil servants in the state, who fear job replacement occurring now that the systems are in place. The elimination of the human interaction processes in the systems which have greatly reduced corruption hitherto inherent in the system also causes resistance. Despite all the ongoing efforts, reforms are still bedeviled and weakened by institutional inefficiencies, weak internal controls in areas like financial management, and a lack of robust mechanisms to enforce policies. Few believe that frequent changes in leadership caused by promotions and transfers can lead to a lack of consistency and a loss of institutional memory, causing reforms to stall or be reversed.

### **Sustainability**

All the KII participants suggested that the institutionalization of the processes will help a lot in sustaining these interventions. Developing and passing new laws and policies will provide the necessary legal framework for the reforms to be sustained across different administrations. All the participants emphasize the need for consistent government commitment to PSR reforms.

### **OGSTEP's Interventions in Improving Gender Mainstreaming in Ogun State.**

Gender mainstreaming is a global strategy for achieving gender equality by integrating a gender perspective into all stages of policy and project development, implementation, and evaluation. Its goal is to ensure that women's and men's needs, concerns, and experiences are considered equally, so that policies and programs benefit both and do not perpetuate existing inequalities. This approach applies to all areas of government and organizational work, including legislation, budgeting, and project management. 7 KIIs were conducted on

the impacts (positive or negative) of the interventions of the OGSTEP in the improvement of gender mainstreaming in Ogun State.

## **Development of Sexual Assaults Referral Centers and Women Development Centres**

### **Impacts**

The interventions by OGSTEP have put Ogun State in the forefront of gender mainstreaming in Nigeria. Ogun State is now in the forefront of tackling sexual based violence in Nigeria. Before OGSTEP intervention, there were 2 SARCS in Ogun State. But with OGSTEP's interventions, Ogun State now has 3 more SARCS. Nigeria, with its 36 states and FCT has 51 state- and NGO- run SARCS in general. Ogun State alone has 5 of the SARCS within its territorial boundaries (about 10%) – 4 state-run SARCS and 1 NGO-run SARC. A working visit has been made by the Federal Minister of Women Affairs and Social Development, on September 9<sup>th</sup> 2025 to the Sexual Assault Referral Centre at Asero Abeokuta. At least, one unofficial clandestine visit by an official of a South-West state to assess the operations of one of the SARCS in Ogun State has been conducted. Ogun State's SARC officers had been temporarily deployed to other states in the Federation to train SARC's officers in those states. 2 WDCs in 2 of the 4 SARCS in the State (i.e. at SARC Asero and SARC Ijebu Ode) have been established, fully completed and ready, but are yet to start operations due to various reasons. It has been reported that there is a waiting list of 25 survivors who has registered for skill acquisition trainings at one of the WDCs alone.

### **Gaps and Challenges**

All the KII participants admitted that logistical constraints caused by the lack of transport vehicles is the greatest challenge. Transport is needed to transport survivors to hospitals for medical checks. Only one of the SARCS is located in a hospital. Transport is also needed for the SARC's operations. All the participants remarked on the lack of DNA forensic testing facilities in the whole of Ogun State, whether public or private. Samples collected as evidences of sexual crimes are stacked in some of the SARCS untested and unfit for use in the rape and defilement trial cases ongoing in the State. Lack of dedicated medical personnel attached or assigned to these centres is a challenge too. The failure to establish WDCs in 2 out of the 4 SARCS is also seen as a gap too.

## Sustainability

100% of the KII participants strongly suggest that OGSTEP's interventions in SARCs/WDCs are likely to be sustained in the long term if the following steps are implemented.

- **Improved Budget Allocation and Execution:** Improvement in the utilization of allocated funds and increased capital expenditure for SARC infrastructure and GBV initiatives is needed.
- **Institutionalization of the State's Gender Policy:** There is the need to institutionalize the good lessons learnt from the OGSTEP's interventions in gender mainstreaming in the Ogun State Gender Policy presently being worked on.
- **Increased Government Commitment:** Securing long-term institutional commitment and increased domestic funding from the state government is paramount.
- **Specialized Courts:** Establishing specialized courts and providing dedicated training for judges and legal professionals on handling GBV cases can help expedite the justice process.

## Gender tagging OGSTEP's Interventions in all the PDOs

The target for OGSTEP's gender streamlining interventions is summarized thus as **"40% of all OGSTEP's beneficiaries must be female"**. Table ES4 highlights the findings grouped by themes from the qualitative survey.

**Table ES4 – Gender tagging OGSTEP's Interventions**

S/N	OGSTEP's Theme	OGSTEP's Sub-Themes	Findings from "Gender-Tagging" of Female Beneficiaries	Remarks
1	Strengthening Agricultural value Chains		42 – 55%	Target achieved
2	Upgrading Skills	TVET Skills	15 - 43%	*Target NOT achieved
		STEM Education	25 – 35%	
		Community Based Skills	44 - 60%	Target achieved
3	Improvement of BEE	CofO	10-15%	*Target NOT achieved
		Permits		
		Business Registration		
4	Public Sector Reforms		N/A	N/A

Note: \*Targets not achieved incidentally out of the scope and power of OGSTEP

## Lessons Learnt

The lessons learnt are summarised below.

- The strong performance by Ogun State in gender mainstreaming has had the desired demonstrative effects for the rest of the country
- The introduction of new instruments requires a period of learning and adaptation.
- On-the-ground political support provided understanding of the challenges and allowed the team to go relatively fast and build a rapport with the state counterpart, which meant decisions were often expedited.
- An important learning point is to better assess the political interplay between federal and state entities in subnational lending.
- The strength, integrity and commitment of the PIU in driving implementation is an important highlight of the project.
- Stakeholder engagement on a continuous basis was critical in OGSTEP's success.
- The competence of the IVA and that of the PIU was critical to the success of OGSTEP's instrument. Success of the OGSTEP instrument depended on the integrity of verification data provided, and the involvement of an independent verification firm helped ensure this integrity..
- Communication and sensitization were key elements of effective implementation of the OGSTEP.
- The use of ICT for result-based monitoring of OGSTEP instruments should be encouraged.

## CHAPTER 1: INTRODUCTION

### 1.1 Background to the Assessment Study

The World Bank has been supporting the Government of Nigeria (GoN) and Ogun State Government through an Investment Project Financing (IPF) of USD250million, to implement the Ogun State Economic Transformation Project (OGSTEP) which aims to improve the business environment, which remains very crucial to successful private sector development in the State, particularly for SMEs which are the primary sources of job creation. An improved business environment will lead to an increase in private sector activity which will in turn increase opportunities for the financial sector in the State. The Project Development Objective (PDO) is to: "increase the participation of the private sector in the economy of Ogun State with a focus on improving the business-enabling environment, strengthening agri-food value-chains and upgrading skills".

Ogun State is strategically located next to Lagos State, the commercial centre of Nigeria. Consequently, the State benefits greatly from the spillover of firms and industries, which are relocating from Lagos State to Ogun State due to traffic congestion and high real estate costs in Lagos. Ogun State's local natural endowments (e.g. limestone) and access to energy (e.g. piped natural gas) have also contributed to its attractiveness as an investment destination. As a result, the State has successfully attracted significant foreign and domestic investment in several sectors including agribusiness, manufacturing (such as paper products, apparel, chemicals, furniture, consumer goods and pharmaceuticals) and renewable energy. The State is home to several industrial centers, including one of the largest industrial zones in sub-Saharan Africa – the 8,000 hectares state-owned Agbara Industrial Estate, which includes the Federal Ogun-Guandong Free Trade zone. As at the year 2020 and despite this positive economic sectoral context, Ogun State was a difficult place to conduct business, just like the rest of Nigeria.

Ogun State is also endowed with extensive arable land and a climate that supports agriculture, with only 30 percent of the State's total land mass under cultivation compared to the 74 percent suitable for agriculture. Mostly cultivated in the State are food crops such as rice, cassava, maize, plantain, melon, groundnut, vegetables and spices, as well as cash crops like oil palm, cocoa, cotton, cashew, rubber, timber of various species and kola nut.

Thus, Ogun State is well poised to benefit from the accelerated development of the agri-food sector (including agriculture and agribusiness industries and services).

Despite the above advantages and potentials, studies have revealed a dearth of quality Science, Technology, Engineering and Mathematics (STEM) education and relevant skills. This dearth is holding back private sector growth and depriving youth of career opportunities. To meet the demands of today's tech-focused labor market and create a generation of innovators that would advance Ogun State's sustainable economic development, the state's education sector must change and adjust in order for graduates to be equipped with evolving employable skill sets, which include critical thinking, problem solving, team work and communication. In doing so, the State will also need to address the gender gap in skills development.

It must be noted that the above named economically related activities have been encapsulated in the State's Development Agenda, known as ISEYA – an acronym for Infrastructure, Social Welfare, Education, Youth employment, Agriculture. Yet, for this agenda to be fully actualized, efforts must be made to create, through reforms, a more efficient and proactive civil service where all government agencies will have the capacities to actualize the state's economic development plans. These reforms must serve as a corrective framework that will push the agenda of government, such as making savings (economies) in public expenditure, improving the quality of public services, and making the operations of government more efficient by ensuring the policies are chosen and effectively implemented. The old methods of conducting government business must be discarded to give way to modern best practices.

Ogun State cannot achieve the economic transformation via diversification it seeks without addressing the critical binding constraints associated with the poor business-enabling environment, strengthening its agri-food value chain linkages, upgrading the skills of its citizens, and reforming its public service sector. Therefore, OGSTEP has been designed to enable Ogun State leverage its potential in the agri-food sector as well as its location next to Lagos to fast-track private sector development and attract world class investors to further diversify economic activities in the State and partner with the private sector to enhance skills development. Ogun State will need to sustain investments and reforms over time, which will be greatly facilitated by enhanced government efficiency through transparent use of

resources, results-driven planning and development priority setting, and robust statewide monitoring and evaluation (M&E) systems.

### 1.1.1 Nearly Six Years of Implementation and Steps Towards Project Closure

Approximately six years (2020 – 2025) have passed since the inception of OGSTEP, in which several intended results according to the project's results framework have been achieved. Additionally, the project has seen the successful implementation of its two (2) Components which include:

- Component 1: Results-based financing to improve the business-enabling environment and foster private sector participation in the agri-food and skills sectors will support the Ogun state government's reform efforts to increase private sector investment through the following three results areas: (i) improving the BEE; (ii) strengthening agri-food value chains; and (iii) upgrading skills.
- Component 2: Strengthening the capacity of the government to implement the state's economic transformation agenda will finance technical assistance (TA) and investments to support the implementation of the results-based component. It consists of following sub-components: (i) improving the business environment; (ii) strengthening agri-food value-chains; (iii) upgrading skills development; (iv) improving public sector management; and (v) project implementation support. (See Chapter 2: Project Description).

Initially planned to end in June 2025, the project has been extended to December 2025 considering that several milestones are yet to be met. Considering that the project is gradually nearing its end, the World Bank will officially close the OGSTEP on December 31, 2025. Consequently, as part of the project closure procedures, the Project Implementation Unit (PIU) has procured the services of a consultant to carry out an Impact Assessment/Evaluation (IE) of the OGSTEP. The IE is expected to assess/evaluate the impact of project interventions from the perspectives of project stakeholders, partners and beneficiaries and provide quantitative and qualitative insights as to whether all structural and non-structural works undertaken by the project, ultimately achieved intended outcomes and the PDOs.

## 1.2 Brief History of the Economy of Ogun State

Ogun State was created in 1976, having been carved out of the old Western Region of Nigeria. In its early years, between 1976 and the 1980s, Ogun State initially benefited from revenues accruing to it due to Nigeria's oil boom, which fueled the economic expansion of the State. Agriculture was a significant contributor to the state's economy, particularly cash crops like cocoa and palm oil. The state also saw some development in manufacturing, especially in areas like cement production at Ewekoro. However, over-dependence on oil revenue led to the neglect of other economic sectors. The state then started facing financial challenges, especially in the late 1980s, when a sharp fall in oil prices worldwide led to dwindling oil revenues accruing to the state.

Subsequently, successive state governments have made efforts to explore diversification, including initiatives to support small and medium-sized enterprises (SMEs) and attract private sector investment in agriculture and industry. Throughout the 1990s and till the 2010s, investments were made in infrastructure – roads, power, others - to support economic activities. The State Governments took several steps in trying to attract investment to the State. The Ogun State One-Stop-Shop Investment Center (OSIC) was set up in 2012 to work with existing and potential investors and support their establishment and operations in the State. The State also hosted a bi-annual Investors Forum in the capital city Abeokuta, to showcase the opportunities in the State to potential investors across various sectors and thus encourage investments. Recognizing the importance of having a central agency to coordinate investor services, OSIC transitioned into a full-fledged agency - Ogun State Investment Promotion and Facilitation Agency (OgunInvest) on July 5, 2018 via an executive order of the then Governor.

Despite the progress made, challenges like infrastructure gaps and access to finance for SMEs persisted. Ogun State's economy remained heavily reliant on oil exports. For example, fiscal allocations to the State from the Federal Government represented 60 percent of the state's aggregate revenues in 2013 and therefore, the state was negatively impacted by the decline in fiscal allocation during the period from 2013 to 2017 from about 2.9 percent of the State's GDP in 2013 to 1.4 percent in 2017.

As at 2020, Ogun State was exhibiting a solid financial position that appeared sustainable in the medium term. This solid financial position resulted from the State's strong performance

in terms of mobilizing Internally Generated Revenues (IGR)—underpinned by the successful tax administration reforms introduced in the mid-2010s—and its low level of public debt. Ogun State's debt stock represented on average 4.3 percent of the GDP between 2015-2017 with debt services representing an average of 8.3 percent of the State Government's revenues.

At present, Ogun State is implementing a State Development Plan (SDP) 2017-2030 which emphasizes the need to crowd-in private investment to optimize the use of scarce fiscal resources. The State Government has outlined a reform agenda to accelerate strategic reforms and foster public investment to enable greater private sector participation in the State's economy. The SDP is organized around five cardinal programs covering (i) agriculture production and industrialization; (ii) infrastructure and rural development; (iii) education; (iv) health; and (v) affordable housing and urban renewal. Ogun State is also focusing on governance as a cross-cutting area to improve government efficiency in the delivery of key SDP outcomes and to ensure the sustainability of these outcomes through a results-driven financing of the cardinal programs.

### **1.3 Rationale for the Impact Assessment/Evaluation (IE) of the OGSTEP**

Every development project/program such as the OGSTEP seeks to generate a positive impact on the lives of the beneficiaries. In reality though, not all programs reach their intended goals. An important question to be asked after a project or program has been implemented is whether the underlying Theory of Change or the Results Framework (RF) as in the case of the OGSTEP, has achieved the project's intended outcomes or results e.g., improved business environment (BEE), strengthening agri-food value chains, upgrading skills and achieving public service sector reforms in Ogun State. Broadly, activities to achieve these desirable objectives have since been implemented from 2020 to date, with a few still ongoing. Importantly, with the project coming to closure in December 2025, it is only best practice to determine if the non-structural and structural works captured mainly in the project's Components 1 and 2 have resulted in the expected outputs and outcomes of the project.

The IE will attempt to measure the causal effects of the OGSTEP if changes or outcomes are attributed to the project activities or if project activities have contributed to outcomes that have occurred through other non-project related interventions or policy reforms. It will

gather evidence on the sustainability of the effects from interventions carried out by the OGSTEP since 2020. Additionally, the IE will produce information that is relevant from an accountability perspective; by disclosing knowledge about the socio-economic effects of the OGSTEP activities from the perspective of stakeholders such as project beneficiaries and other interested parties by linking the financial resources (investments received from both the World Bank and the Ogun State Government) used for achieving intended outcomes.

Essentially, the outcomes of the IE shall create a platform for learning among Ministries, Departments and Agencies (MDAs) responsible for agriculture, rural development, physical planning and urban development, finance, budget and planning, education, science and technology, industry, trade and investment, lands, etc. in Ogun State specifically, and the country at large. The findings of the IE will also inform decision makers such as the Project Steering Committee (PSC) and the World Bank (WB) on whether to scale – up or modify the project; or replicate it in other states of Nigeria. Furthermore, it will examine issues such as project and strategy performance, institutional development and policy improvements, and effectiveness of the non-structural and structural works; while presenting the challenges in planning, coordination and implementation; system innovations or strategic actions to be adopted; and a keen analysis as to what worked or did not work under the OGSTEP.

#### **1.4 Objectives and Scope of the Impact Assessment/Evaluation**

The main objective of the IE is to provide qualitative and quantitative evidences gathered from institutional and beneficiary level feedback, on the changes and effects resulting from the implementation of the OGSTEP in Ogun State. This evidence shall be useful for the purpose of decision making and learning, and for measuring and establishing the performance of OGSTEP activities and interventions in achieving the PDOs. In scope, the IE shall cover the entire project duration, from inception in 2020 to proposed closure in December 2025.

##### **1.4.1 Primary Objectives**

Following on the Terms of Reference (ToR), the primary objectives of the IE are as follows:

1. Measure the effectiveness and efficiency of project activities in advancing the Project Development Objectives (PDOs).

2. Evaluate project impact on enhancing sustainability and long-term benefits and of the project.
3. Evaluate project achievements on additional key economic and social outcomes
4. Provide key lessons and learnings from the Project to inform future development programs.

### **1.4.2 Expected Output**

The expected output of the IE is a statistical presentation of useful information about the observed changes or 'impacts' (positive or negative) produced by activities and interventions carried out under the Components of the OGSTEP, in relation to the project's PDO Results and Results Framework. These observed changes may be intended and unintended, direct and indirect, but relevant to support decision-making and learning for the borrower (Ogun State Government) and donor (the World Bank).

## CHAPTER 2: PROJECT DESCRIPTION.

### 2.1 Project Background

Following a joint preliminary assessment by the World Bank and the Ogun State Government teams which identified multiple and interconnected factors contributing to the growing challenges Ogun State was having with economic transformation, a number of issues were identified. Out of these, four were considered to be addressed under the OGSTEP and include:

- (i) Improving the Business-Enabling Environment (BEE);
- (ii) Strengthening Agri-food Value Chains;
- (iii) Upgrading Skills; and
- (iv) Public Service Reforms (PSR)

Given the limited project funds and weak absorptive capacity by the Ogun State Government at the time, the above issues were prioritized and ranked by importance and urgency for action.

### 2.2 Project Development Objectives (PDOs)

The Project Development Objective (PDO) of the Ogun State Economic Transformation Project is to increase the participation of the private sector in the economy of Ogun State with a focus on improving the business-enabling environment, strengthening agri-food value-chains and upgrading skills.

#### 2.2.1 PDO Level Results Indicators

The PDO-level indicators provided below are used to measure progress in achieving the OGSTEP's PDO.

- **Improved business-enabling environment:** measured by the number of investment deals successfully facilitated by the Ogun State's Investment Promotion Agency
- **Strengthened agricultural value chains:** measured by the number of farmers in production clusters that have off-taker arrangements with agribusiness (disaggregated by gender and youth);

- **Upgraded skills:** measured by the number of beneficiaries of skills development programs that are hired or self-employed within 6 months after training (disaggregated by gender and youth).

Although **Public Sector Reforms (PSR)** do not have a formal PDO level Results Indicator, the project was saddled with the responsibility of reforming the processes, people and environment. These reforms took the shape of policy reviews, laws enactment, digitisation, improved work offices and relevant tools and equipment and upskilling skillsets.

The three MDAs selected were the BPP, BOS and Central M&E.

The Central M&E had a task of evaluating three associated MDAs to master the process of evaluation, and other skills set required.

## 2.3 Project Components

The Project is an Investment Project Financing operation consisting of two inter-related components: a results-based component and an investment component.

Component 1 which is results-based will disburse against agreed-upon actions, outputs and outcomes (Disbursement-Linked-Indicators or "DLIs") while Component 2 will finance select technical assistance and investment activities to strengthen the government's capacity for implementing the Project and thereby support the achievement of the results under Component 1. The two components are inherently linked.

- **Component 1: Results based financing to improve the business-enabling environment and foster private sector participation in the agri-food and skills sectors (US\$200 million from IDA)**

Under this component the Project will support the Ogun State government's reform efforts to increase private sector investment through the following four results areas:

- a. Improving the business-enabling environment;
- b. Strengthening agricultural value chains;
- c. Upgrading skills.
- d. Public sector reforms

Progress towards achieving these objectives will be measured using nine (9) key DLIs which combine actions, outputs and outcomes. Under this component, project funds will be disbursed against selected Eligible Expenditure Programs (EEPs) up to capped amounts and conditioned on achievement of the target for agreed disbursement linked indicators (DLIs). Several DLIs will be tracked on a gender-disaggregated basis as outlined in the DLI Table in Annex 1 of the OGSTEP's Project Appraisal Document (PAD).

- **Sub-Component 1.1: Improving the Business-enabling Environment (US\$50 million from IDA).** The objective of this subcomponent is to provide support for government reforms to build an enabling business environment by addressing regulatory, and institutional challenges that serve as barriers to private sector investments. Activities to be supported under this component include (i) strengthening the capacity and effectiveness of the Business Environment Council and other agencies to design and implement ease of doing business reforms inclusively; (ii) systematic land titling in major urban areas; and (iii) strengthening of the State's capacity to promote, attract and retain domestic and foreign private investments. This sub-component will be implemented by the Ogun State Ministry of Industry, Trade & Investment (OGMolTI), Ogun State Bureau of Lands (OGBoL) and Ogun State Investment Promotion and Facilitation Agency.
  
- **Sub-Component 1.2: Strengthening Agri-food Value Chains (US\$75 million from IDA).** The objective of this subcomponent is to attract the private sector to participate in the development of key agri-food value chains in the State by addressing the binding constraints that are specific to the sector. This sub-component will support three types of DLIs activities, namely:
  - 1) It will support the development and implementation of the international best practice Framework for Responsible and Inclusive Land-Intensive Agricultural Investments (FRILIA) in Ogun State, aiming at achieving the following results:
    - i. the adoption and enactment of FRILIA principles by the State; and
    - ii. the implementation of FRILIA in agricultural land transactions.

- 2) It will foster the engagement of value chain development firms (VCDFs) which will facilitate timely linkage between producers, input suppliers and service providers, and off-takers. All productive alliances will include climate smart-solutions and practices in particular at production level.
  - 3) It will develop critical infrastructure to strengthen market linkages to production areas where value chain development alliances are being promoted, while ensuring that those investments are climate-resilient. The focus will be on small scale irrigation, feeder roads and farm product aggregation centers. This sub-component will support:
    - i. feasibility studies for the selected infrastructure (including a master plan for small scale irrigation and feeder roads integrating climate resilience considerations); and
    - ii. the development of the selected infrastructure as well as necessary institutional arrangements for their maintenance and operation. This sub-component will be implemented by the Ogun State Ministry of Agriculture (OGMoA) leveraging on the experience of similar projects in the State (e.g. Ogun RAAMP).
- **Sub-Component 1.3: Upgrading Skills (US\$75 million from IDA).** The objective of this sub-component is to improve the demand-orientation of the skills development system, and thus the relevance of skills in Ogun State by:
    - (i) improving STEM teaching in the State's secondary schools through strengthening the knowledge and practices of secondary school STEM teachers with the introduction of the Progressive Mathematics Initiative and Progressive Science Initiative (PMI-PSI) in public secondary schools in Ogun State
    - (ii) incentivizing the private sector to get involved in the planning, delivery and oversight of skills development in the upgraded State Technical Colleges to better prepare school leavers for employment;
    - (iii) strengthening private sector training delivery by broadening and improving apprenticeship training both in the formal and informal sector of the

economy; and

- (iv) setting up a demand-driven funding mechanism to support non-formal skills development for different target groups in the State to increase training offers attractive for women and farmers, and appropriate for vulnerable populations and people with disabilities. Activities are geared towards enhancing digital literacy among the workforce, and strongly building digital skills to improve the State's economic competitiveness. This sub-component will be implemented by the Ogun State Ministry of Education, Science and Technology (OGMoE).

- **Component 2: Strengthening the capacity of the government to implement the State's economic transformation (US\$50 million from IDA)**

This component will finance technical assistance and investments to support the implementation of the results-based component. The component will support technical assistance and investment activities to support:

- (i) the three main results areas of Component 1 (Improving the business environment, Strengthening agri-food value chains and Upgrading skills), and
- (ii) public sector management functions that are deemed essential to ensure the efficient implementation of the project, including procurement, Statistics and Monitoring and Evaluation (M&E).

The project will finance selected technical assistance and investment activities that will support improved capacity to implement and monitor the reforms and investments that would lead to the achievement of the project results (DLIs and ultimately the PDO) as well as their contribution to climate change adaptation and mitigation. This component comprises four sub-components, supporting the three results areas and the cross-cutting area of public sector management as follows:

- **Sub-component 2.1: Improving the Business Environment (US\$12.5 million from IDA)**. This sub-component will finance selected goods and equipment, technical assistance and advisory activities to improve the business environment including:

- (i) the institutional set up for business environment reforms and ongoing support to the Business Environment Council, Secretariat and Technical working groups including diagnostics, training and support with reform strategy and action plans;
  - (ii) support to the relevant Ministries Departments, and Agencies (MDAs) covering the business environment indicators (business registration, property registration and construction permits) in streamlining and automating their processes;
  - (iii) establishment and ongoing support for the new State Investment Promotion Agency (Ogun Invest);
  - (iv) conducting a statewide firm survey, including an assessment of female entrepreneurship and the analysis of data about the barriers to growth and profitability faced by women entrepreneurs;
  - (v) assessments and transaction advisory services for the selection of and negotiations with private developers/operators for the industrial estates; capacity building for all institutions involved in industrial estate regulation, development and operation; and
  - (vi) conducting feasibility studies on road improvements in industrial estates, while incorporating best practice environment and social safeguards, as well as climate change considerations to mitigate anticipated climate vulnerabilities in the project areas and to increase the resilience of individual businesses, value chains and beneficiaries.
- **Sub-component 2.2 Strengthening Agri-food Value-Chains (US\$15 million from IDA):** This sub-component will finance selected goods and equipment, technical assistance and advisory activities to improve the performance of the Ogun State Ministry of Agriculture (OGMoA) and affiliated departments, and to incentivize private sector participation in agri-food value chain development. Specific support will be provided to:
    - (i) the preparation of the FRILIA, as well as the establishment of the Agricultural Land Management Office within OGMoA, both of which will improve efficiency of land administration and use;
    - (ii) the registration and geotagging of farms and farmers using digital tools,

and development of a comprehensive database on farms and farmers for decision support;

- (iii) the aggregation of farmers into groups to facilitate their access to inputs, services and markets through the VCDFs, and the support to groups to move toward formal business entities, such as cooperatives;
- (iv) the setting up of a technical selection committee to review value chain development business plans that the VCDFs will prepare in collaboration with farmers' groups;
- (v) the mainstreaming of climate smart agriculture, nutrition, and gender into the business plans using evaluation criteria that give additional credits to business plans that promote gender, nutrition, and the use of climate resilient and low-emission innovations;
- (vi) the administration of the matching grants which will be provided to farmers in partnership with VCDFs, and will incentivize applicants to pursue climate-smart solutions to improve resilience and mitigation efforts;
- (vii) the mainstreaming of environmental and social safeguards best practices and gender into the development and maintenance of feeder roads, small scale irrigation schemes, and aggregation centers; in light of the climate vulnerability context outlined above, the development of infrastructure will also account for climate challenges, promote the efficiency of rural transport, which in turn will increase resilience and mitigation;
- (viii) the preparation of policy reviews and studies;
- (ix) support to the transfer of ownership or management of selected state owned assets in the agri-food sector; and
- (x) the provision of trainings and capacity strengthening, including in climate adaptation and mitigation measures, for staff at the OGMoA and affiliated departments to enhance their capacity to support project activities as well as the implementation of the agriculture component of the State Development Plan.

- **Sub-component 2.3: Upgrading Skills Development (US\$7.5 million from IDA):** This sub-component will finance selected technical assistance and advisory activities to improve skills development at the State level, including:

- (i) strengthening of the State Education Management Information System (EMIS);
- (ii) technical assistance to Technical Colleges to conceptualize their transformation into industry-driven Model Technical Colleges (MTCs);
- (iii) support for the development and enhancement of apprenticeship training in the formal and in informal sectors;
- (iv) technical assistance for the design of the demand-driven funding mechanisms for non-formal skills development;
- (v) the monitoring and evaluation framework for skills including tracer studies; and
- (vi) strategy development for skills development and to conduct policy studies and impact assessments.

This sub-component will also support incentivizing the cross-over of female students to traditionally male-dominated trades that have better labour market outcomes; gender sensitization programs in communities (involving civil society groups and community leaders); and supporting the recruitment of female teachers and instructors into the system.

- **Sub-component 2.4: Improving Public Sector Management (US\$5 million from IDA)**: This sub-component which will be implemented by the Ogun State Ministry of Budget and Planning will finance selected technical assistance and advisory activities to improve management of selected MDAs in Ogun State including:
  - (i) supporting the establishment and activities of the statistical department with a focus on the main project's MDAs; and
  - (ii) support to the new Procurement Bureau including the development of a procurement master plan for the project areas and the systematic introduction of e-procurement across the project's MDAs.

This component will also improve the capacity of the Ministry of Budget and Planning to monitor and evaluate the activities of the project MDAs and support the government in establishing effective feedback loops and communication strategies leveraging digital innovations in citizen engagement.

- **Sub-component 2.5: Project Implementation Support (US\$10 million from IDA):**

The operational capacity of the state Ministry of Planning and Budget (OGMoBP) to implement the Project will be strengthened by technical specialists who will coordinate the work of the MDAs involved in the project. This sub-component will finance the setup of a Project Implementation Unit (PIU) under the OGMoBP and will also finance goods, minimal works (such as office and laboratory renovations), consulting services and operational costs of the PIU and Sector Technical Teams, incremental operating costs for the implementing agencies (as described in the Implementing Arrangements section), and project related audits and security costs.

## 2.4 Project Sequencing

The implementation of both structural and non-structural activities for the OGSTEP follows a time-based logical sequence from 2020 – 2025 (approximately 6 years' implementation period. However, the project received an extension up to December 31,2025.

## 2.5 Project Financing

The total estimated project cost at the inception of the project was USD250million equivalent, including counterpart funds. This amount was financed through a credit (IPF) provided by the International Development Association (IDA) under "Blend Terms" with a maturity of 30 years, and grace period of 5 years. However, Ogun State requested for a project restructuring, through the Federal Ministry of Finance in June 2024, which led to the partial cancellation of the loan. The amended project cost is now **USD205.39million**.

## 2.6 Institutional and Implementation Arrangement for the OGSTEP

The institutional arrangement of the OGSTEP is as follows:

**The Ogun State Economic Transformation project is a multi-sector project, covering activities across five sectors: (i) industry; (ii) agriculture; (iii) skills; (iv) lands; and (v) public sector management.** Given its nature, the project is jointly implemented by seven Ministries, Departments and Agencies (MDAs), namely: The Ministries of Budget and Planning, Agriculture, Commerce, Education, and Urban and Physical Planning; Departments and Agencies of Ogun State Investment Promotion and Facilitation Agency, Bureau of Lands,

Ogun State Property Investment Corporation, and Ogun State Housing Corporation. Overall coordination of the Project is conducted by the Ogun State Ministry of Budget and Planning through a Project Implementation Unit (PIU). The Ogun State Ministry of Budget and Planning (OGMoBP) will be the coordinating ministry of the project implementation while the State-level MDAs responsible for implementing the project (together referred to as the Implementing Agencies - IAs) will include the Ogun State Ministry of Industry, Trade & Investment (OGMoITI), the Ogun State Ministry of Physical Planning & Urban Development (OGMPP&UD), the Ogun State Bureau of Lands (OGBoL), Ogun State Investment Promotion and Facilitation Agency, the Ogun State Property and Investment Corporation (OPIC), the Ogun State Housing Corporation (OGHC), the Ogun State Ministry of Agriculture (OGMoA), and the Ogun State Ministry of Education, Science and Technology (OGMoE). Each of them will play a leading role in overseeing the implementation of activities associated with key DLIs. This arrangement allows for close inter - ministerial coordination, collaboration and information sharing among various stakeholders. Each sub-component is implemented in coordination with relevant state MDAs. The Project's implementation arrangement is tabulated in Table 2.1 below.

## **2.7 Results Monitoring and Evaluation**

The PIU is responsible for implementing and running a robust Monitoring and Evaluation (M&E) system to track progress and results. The results framework in the Appendices provides the key indicators, targets, and data collection arrangements.

## **2.8 Detailed Summary of Interventions by Project Components**

Over its almost 6-year implementation period, OGSTEP has carried out various intervention activities and prepared numerous non-structural deliverables. These include framework documents, safeguard instruments, and reports, all designed to support sub-project implementation. Table 2.2 below provides an inventory of both the structural and non-structural deliverables undertaken by OGSTEP according to the project components, along with their completion status.

## **2.9 Project Beneficiaries**

The main beneficiaries of the project shall include, but not limited to, the following:

- i. The people of Ogun State, including youth, women, and farmers, who will benefit from

- STEM education and from other skills development programs (TVET);
- ii. Farmers in Ogun State who will benefit from increased market access;
  - iii. Entrepreneurs in the agri-food sector and other sectors who will be able to start, operate, and expand their businesses due to the improved business environment;
  - iv. Foreign and domestic investors who will be able to initiate and increase their investment in the State due to improved investor services; and
  - v. The Ogun State government, due to improved capacity to execute its economic transformation agenda.

The main beneficiaries of the project are as tabulated in Table 2.3 below.

**Table 2. 1: Institutional and Implementation Arrangement for the OGSTEP**

S/N	Institution	Roles and Responsibilities
1.	Project Steering Committee	Has lead responsibility for project implementation and for ensuring that the project development objectives are met. Therefore, the project political oversight is entrusted to the Project Steering Committee (PSC), chaired by the Governor of Ogun State and the Commissioner of Finance deputizing and comprising of State Commissioners from relevant MDAs. The PSC will coordinate among MDAs at the state level, review project proposals, evaluate alternatives and approve the annual work plans. Meeting twice in a year, the PSC will be responsible for overseeing implementation, monitoring and evaluation of all Project activities at least twice a year, and provide recommendations based on the review of the progress reports and other relevant documents prepared for the project, and with structure and functions satisfactory to the Bank, as set forth in the Financing Agreement and Project Implementation Manual. It will also ensure that the project is implemented in line with Ogun State Government's economic development plans.
2.	Project Technical Committee	Project Technical Committee (PTC) is entrusted with the provision of technical back-up/oversight to the Project Implementation Unit (PIU) and ensures vertical coordination. Chaired by the Commissioner of Budget and Planning and comprising of the Permanent Secretary and one Director in each of the participating MDAs as well as Project Managers (PMs) from the Sector Technical Teams (STT). The PTC will review and endorse key project documents prior to their submission to, and approval by, the PSC, and to foster integration across all implementing agencies. The PTC meets monthly or as needed and with the Permanent Secretary of the Ogun State Ministry of Budget and Planning as the vice-chair. The PTC also advises the PSC on key decisions such as the annual work plans, structural and non-structural intervention measures and allocation of contingency funding..
3.	Project Implementation Unit	The PIU is responsible, inter alia, for the day to day project management and implementation, procurement and financial management, environmental and social safeguards due diligence, monitoring and evaluation of the project, as well as reporting on progress and implementation issues to the PSC. The PIU works closely with relevant MDAs at both Federal and State levels and seeks their prior approval to

		both project inputs and outputs throughout the OGSTEP implementation period. The PIU personnel are seconded from relevant Oyo state MDAs and have been employed on a fulltime basis throughout the project implementation period. These personnel are reinforced by external individual consultants who provides timely and quality support in areas related to technical, fiduciary, safeguards, etc. The PIU is headed by the Project Coordinator and comprises: (i) the Procurement Specialist, (ii) Internal Auditor, (iii) Project Accountant; (iv) Gender Specialist, (v) Environmental Safeguards Specialist, (vi) Monitoring and Evaluation (M&E) Specialist; (vii) Infrastructure Engineer. The PIU ensures that the PDOs of the OGSTEP are fully achieved in a timely manner and according to the Project Implementation Manual (PIM).
4.	Sector Technical Teams (STT)	Each of the main sectors (OGMoCI, OGMoA and OGMoE) will have a Sector Technical Team (STT). The STTs will be led by Project Managers who report to the Head of the MDA and to the Project Coordinator. Project Managers work closely with the sector team as well as relevant MDA staff on project implementation. The Business Environment STT will include a Business Environment Specialist, an Industrial Promotion Specialist, an Industrial Estates Specialist and a Lands Administration Specialist. For Agriculture, the STT will comprise an Agribusiness Specialist, Rural Infrastructure Engineer, Environmental Specialist, Social Specialist, and FRILIA Specialist. The Education STT will include a TVET Specialist and a Skills Development Specialist. All three STTs will each include an M&E Specialist, a Procurement Specialist and a Finance Officer or Accountant
5.	Project Financial Management Unit (PFMU)	Responsibility for establishing and maintaining acceptable financial management (FM) arrangements will be handled by the existing Project Financial Management Unit (PFMU) in the State. The PFMU is a multi-donors and multi-projects FM platform, established in all states and at federal level through the joint efforts of the Governments and the World Bank. The Unit has a head.

**Table 2.2: Inventory of Structural and Non-Structural Deliverables according to Project Components, Status of Completion and Disclosure**

Project Components	Structural Deliverables					Non-Structural Deliverables		
	Nature of Interventions	Description of sub-projects/ intervention works	Location	Status		Nature of Interventions	Plans/Strategies/ Supply/ Safeguards Instruments	Commencement Date/Status of Completion
				Date of Commencement	Date of Completion			
Component 1: Results based financing to improve the business-enabling environment and foster private sector participation in the agri-food and skills sectors						Creation of Regulatory Framework (Individual Consultancy)	Regulatory Framework of the Business Environment Council	March 2022/ Completed
						Production of Documentary (Individual Consultancy)	Two (2) Documentaries On SEA/SH Educating Parents On Boy-child Abuse In Schools And Girl-child Education In Ogun State	September 2022/ Completed
						In-depth Analysis of Priority Value Chains (Individual Consultancy)	Report on In-depth Analysis of Priority Value Chains	January 2023/ Completed

				Development of Communication Strategy And Communication Materials For Ogun State Skill Funds (Individual Consultancy)	Communication Strategy And Communication Materials For Ogun State Skill Funds	February 2023/ Completed
				Third-Party Service Provisions	Third-Party Reports On GBV/SEA/SH Issues In Support Of Ogun State Economic Transformation Project	May 2023/ Completed
	Rehabilitation and Redevelopment (Works)	The Rehabilitation and Redevelopment of Sexual Assault Referral Centres and Juvenile Correctional Homes	Asero, Abeokuta & Oba Olugbenle Close, Ilaro	Completed	August 2023	Dec. 2024

Rehabilitation and Redevelopment (Works)	The Rehabilitation and Redevelopment of Sexual Assault Referral Centres and Juvenile Correctional Homes	Sagamu & Ijebu Ode	Completed				
			Dec. 2023	Dec. 2024			
				Farm Mechanisation Services		Aquaculture Services - Fish Feed. Value Chain Service	Sept. 2023/ Ongoing
				Farm Mechanisation Services		Food Crops And Horticulture Value Chain Service	Sept. 2023/ Ongoing
				Farm Mechanisation Services		Veterinary Care Services - Poultry And Aquaculture Value Chain Service	Sept. 2023/ Ongoing
				Supply/ Procurement		Fish Seeds For Farmer Across Ogun State	Feb. 2024/ Completed
			Supply/ Procurement	Office Furniture, Office Equipment, Computer Systems And Its Accessories, Technical Trade Equipment And Training Kits - Lot 1	April 2024/ Completed		

			Supply/ Procurement	Office Furniture, Office Equipment, Computer Systems And Its Accessories, Technical Trade Equipment And Training Kits - Lot 2	April 2024/ Completed
			Supply/ Procurement	Office Furniture, Office Equipment, Computer Systems And Its Accessories, Technical Trade Equipment And Training Kits - Lot 3	April 2024/ Completed
			Supply/ Procurement	Office Furniture, Office Equipment, Computer Systems And Its Accessories, Technical Trade Equipment And Training Kits - Lot 4	April 2024/ Completed
			Supply/ Procurement	Office Furniture, Office Equipment, Computer Systems And Its Accessories, Technical Trade Equipment And Training Kits - Lot 5	April 2024/ Completed

					Supply/ Procurement	Aquaculture Services - Fish Feed. Value Chain Service	May 2024/ Completed
					Supply/ Procurement	Equipment For State Assault Referral Centres In Ilaro And Asero	July 2024/ Completed
Rehabilitation and Redevelopment (Works)	Rehabilitation of laboratories in 22 selected secondary schools and 4 educational resource centres	Locations across Ogun State	Ongoing		Safeguards	Environmental and Social Management Plan (ESMP) for the Rehabilitation of Laboratories in 22 selected secondary schools and 4 educational resource centres	Sept. 2024/ Completed
			May/ June 2025	N/A			
Rehabilitation and Redevelopment (Works)	Renovation, Rehabilitation & Upgrade of Government Science and Technical College	Ayetoro, Yewa North L.G.A	Ongoing		Safeguards	Environmental and Social Management Plan (ESMP) for the Renovation, Rehabilitation & Upgrade of Government Science and Technical College	June. 2024/ Completed
			Sept. 2024	N/A			
Rehabilitation and Redevelopment (Works)	Renovation, Rehabilitation & Upgrade of Government Science and Technical College	Idi Aba, Abeokuta South L.G.A	Completed		Safeguards	Environmental and Social Management Plan (ESMP) for the Renovation, Rehabilitation & Upgrade of Government Science and Technical College	June. 2024/ Completed
			Sept. 2024	May 2025			
	Renovation, Rehabilitation &	Isabo, Abeokuta	Ongoing				

Rehabilitation and Redevelopment (Works)	Upgrade of Government Science and Technical College	South L.G.A	Sept. 2024	N/A			
Rehabilitation and Redevelopment (Works)	Renovation, Rehabilitation & Upgrade of Government Science and Technical College	Ijebu-Ode, Ijebu-Ode L.G.A	Completed				
			Sept. 2024	June 2025			
Rehabilitation and Redevelopment (Works)	Renovation, Rehabilitation & Upgrade of Government Science and Technical College	Ilara, Remo North L.G.A	Completed				
			Sept. 2024	July 2025			
Rehabilitation and Redevelopment (Works)	Renovation, Rehabilitation & Upgrade of Government Science and Technical College	Ijebu-Igbo, Ijebu-Igbo L.G.A	Ongoing				
			Sept. 2024	N/A			
Rehabilitation and Redevelopment (Works)	Renovation, Rehabilitation & Upgrade of Government Science and Technical College	Ajegunle, Ewekoro L.G.A	Completed				
			Sept. 2024	June 2025			

	Rehabilitation and Redevelopment (Works)	Renovation, Rehabilitation & Upgrade of Government Science and Technical College	Igbesa, Ado-Odo/Ota L.G.A	Completed				
				Sept. 2024	August 2025			
	Rehabilitation and Redevelopment (Works)	Rehabilitation of Zonal Town e-Planning Offices, HQ-e-Planning Office and Land Administration Complex	Locations across Ogun State	Ongoing		Safeguards	Inception report for Preparation of ESMP for the Rehabilitation of Zonal Town e-Planning Offices, HQ-e-Planning Office and Land Administration Complex	Sept. 2024/ Completed
				May 2025	N/A			
						Technical Review	Draft Reports for Designs and BoQ for Consultancy Services for Detailed Engineering Design and Supervision for the Rehabilitation of Zonal Town e-Planning Offices and Land Administration Complex	N/A

			Supply/ Procurement and Installation	Equipment for Geographic Information System and remote sensing GIS/RS- based for land Administration and Land Management in Ogun State	N/A
			Systems Enhancement/ ICT Infrastructure	Enhancement of OLARMS (Ogun Land Administration and Revenue Management System) for Improved Production and Issuance of Statutory Land Title Documents in Ogun State	N/A
			Systems Enhancement/ ICT Infrastructure	Enhancement of OGBEC (Ogun Business Premise Portal) to Improve the state's business environment and improve its "Ease of Doing Business" ranking.	N/A

			Systems Enhancement/ ICT Infrastructure	Enhancement of MuPP (Ministry of Urban and Physical Planning Portal) to improve the state's building plan approval process. Hardware have been secured/created.	N/A
			Systems Enhancement/ ICT Infrastructure	Establishment of OGFIMS (Ogun State Farmers Information Management Systems Portal) - a digital initiative to create a comprehensive database of farmers and agricultural businesses, providing integrated information, coordinating e-marketing, linking farmers with investors and stakeholders.	N/A
			Systems Enhancement/ ICT Infrastructure	Establishment of OSF (Ogun State Skills Fund Portal) - a challenge fund for training grants to trainees in both public and private sectors.	N/A

			Policy	Development of OSF (Ogun State Skills Fund) Operational Policy to administer training grants to trainees in both public and private sectors.	N/A
			Systems Enhancement/ ICT Infrastructure	Establishment of OGSVEB (Ogun State Vocational Education Board Portal) – for vocational skills acquisition.	N/A
			Policy	Enactment of the Ogun State Gender Policy, which focuses on aligning with the National Women's Economic Empowerment (WEE) Policy, implementing laws like the Violence Against Persons Prohibition (VAPP) Law to protect women and girls, and enhancing gender-based violence (GBV) response services by expanding support centers and helplines.	N/A

	Rehabilitation and Redevelopment (Works)	Rehabilitation of Post-Harvest Processing Centres in the 4 Agricultural Zones	4 Locations across Ogun State	Ongoing		Safeguards	ESMP/RAP for the Rehabilitation of Post-Harvest Processing Centres in the 4 Agricultural Zones	August 2024/ Completed
				May/July 2025	N/A			
	Rehabilitation and Redevelopment (Works)	Rehabilitation of Poultry Pens for Poultry Production	Locations across Ogun State	Ongoing		Safeguards	ESMP/RAP for the Rehabilitation of Post-Harvest Processing Centres in the 4 Agricultural Zones	August 2024/ Completed
				May/July 2025	N/A			
						Safeguards	ESMP/RAP and feasibility studies for 55km feeder road in Ikenne and part of Abeokuta zone (Phase 1) and 55km feeder road in Ijebu and part of Abeokuta zone (Phase 2)	July 2024/ Completed
					Detailed Engineering Design	55km feeder road in Ikenne and part of Abeokuta zone (Phase 1) and 55km feeder road in Ijebu and part of Abeokuta zone (Phase 2)	July 2024/ Completed	
					Supply/ Procurement	Water pumping machine to support dry season farming in 4 agricultural zones	N/A	

		Supply/ Procurement	Mechanization equipment (GPS enabled tractors with accompanying implements) in 4 agricultural zones.	N/A
		Research/ Survey	Formative Survey on perception of TVT colleges and to develop and deliver gender-sensitive socio-emotional skills training	N/A
		Production of Documentary (Individual Consultancy)	Short movie Focusing on women's earnings potential in male-dominated trades	N/A
		Supply/ Procurement and Commissioning	SMART Classroom Equipment for STEM Teaching	N/A
		Supply/ Procurement and Commissioning	Technical Workshop Equipment for 8 Technical Colleges	N/A
		Supply/ Procurement and Installation	EMIS Solution Upgrade Equipment	N/A

			Policy	(Ogun State Investment Promotion and Facilitation Agency (OgunInvest) established by law in 2019. Mandated to create an investor-friendly environment that attracts and retains domestic and international investments, fostering economic growth.	2019
			Policy	Framework for Responsible and Inclusive Land-Intensive Agricultural Investments (FRILIA) Law, which will evolve into the State's Land Management Agency legal framework for inclusive and sustainable land governance in the state.	FRILIA Law passed and assented into Law 23 <sup>rd</sup> December 2025
			Production/Supply	Production of Matching Grant Support Operational Manual, which will be needed to help	N/A

				administer the matching grants which will be provided to farmers in partnership with VCDFs, and will incentivize applicants to pursue climate-smart solutions to improve resilience and mitigation efforts	
			Policy	Enactment by Ogun State of a Law creating an Education Trust Fund and approving an appropriation for such fund under State's budget in 2025.	N/A
			Policy/Plans	Institutional Development Plans (IDP) for the 8 Technical Colleges in Ogun State. Developed to outline the blueprint for the development of the colleges into centres of advanced and innovative	N/A

				teaching and learning methods	
Component 2: Strengthening the capacity of the government to implement the State's economic transformation.			Financial Management	Internal audit report for Q1, Q2, Q3 and Q4, 2024; Q1 and Q2, 2025;	N/A
			Financial Management	Fixed asset register and project assets tagging	N/A
			Systems Enhancement/ ICT Infrastructure	Establishment of ISAS (Integrated System of Administrative Statistics Portal) – a digital platform designed to ensure accuracy, completeness and harmonization of data statewide	N/A
			Production/ Supply	Production of Standard Operation Manual for the Bureau of Public Procurement (BPP), which will guide the State's e-Procurement platforms and other activities	N/A

**Table 2.3: Project Beneficiaries**

S/N	Sector	Direct Beneficiaries	No. of Direct Beneficiaries	No. of Indirect Beneficiaries
1.	<b>Business Enabling Environment</b>	CofOs applicants	15,000	60,000
		BLS Staff and Stakeholders	100	400
		Investors	40	360
		OgunInvest Staff and BEE Senior Management Staff	60	120
		Key and general staff of OgunInvest	12	48
2.	<b>Agric.</b>	Farmers aggregated into clusters and supported	40,000	160,000
		Value Chain Development Firms (VCDF)	8	72
		Agric Investor	2	19
		Farmers on Ogun State Information Management System (OGFIMS)	51,598	78,392
		Farmers	1000	N/A
3.	<b>Skills</b>	STEM teachers in Public Senior Secondary Schools	2750	284,350
		Quality Assurance Officers of Ministry of Education, Science and Technology (MoEST)	100	200
		Technical Colleges Teachers	94	282
		OSF Trainees	10,000	40,000
		Training Service Providers (TSPs)	186	1674
		Contractors for Start-Up kits	4	36

4.	<b>Gender</b>	BEE top management officers	22	66
		Students of Senior Secondary Schools in Ogun State	109,698	219,396
		Female Students in Technical Colleges	1000	4000
5.	<b>PSC/PTC/PIU</b>	OGSTEP top management officers and other staff	40	-

## CHAPTER 3: IMPACT EVALUATION METHODOLOGY AND TECHNICAL APPROACH

### 3.1 Evaluation Approach

This impact evaluation seeks to assess the extent to which the OGSTEP's objectives and targets have been achieved per the results framework over the past 6 years (2020 - 2025), evaluate the effectiveness and efficiency of project implementation, determine the impact of project interventions in addressing economic transformation challenges in Ogun State, and will provide actionable recommendations which may inform future economic transformation management initiatives in Ogun State and similar contexts. The evaluation will be guided by the criteria of relevance, effectiveness, efficiency, impact, and sustainability. Relevance assesses the alignment of project objectives with local needs and priorities. Effectiveness measures the degree to which project outcomes and outputs have been achieved. Efficiency examines the optimal use of resources to achieve project outcomes. Impact evaluates the long-term effects of project interventions on economic transformation and management, and sustainability considers the likelihood that project benefits will continue after project completion. The overall approach is based on international best practices in developing impact evaluation reports for programs/projects. Lastly, the impact evaluation shall take a comprehensive, mixed-methods quasi-experimental approach to determine the impact of the OGSTEP at the individual- and group-level, as well as the fidelity of its implementation and cost effectiveness. The quasi-experimental impact evaluation is most suitable considering that the OGSTEP is already closing and the overall objective is to check to see what changes have occurred in the course of project implementation since inception till date.

In the following sections, we describe the details of our mixed-methods design starting with the quantitative methods followed by the qualitative methods.

#### 3.1.1 Quantitative Study Design

This design requires rigorous methodologies to address the following question: ***What would have happened in the absence of the intervention?*** The impact evaluation of the OGSTEP will be based on methodological principles that enable us to establish this counterfactual. We will use a quasi-experimental design to determine the impact of the OGSTEP by combining a difference-in-differences (DID) method (which compares the average

change over time for the treated group to the average change over time for the comparison group) and a three-stage matching approach.

To ensure that treatment and comparison households or groups are similar, we propose to design and implement a matching process in three stages. We will first match the treatment LGAs to similar comparison LGAs, followed by the matching of treatment wards to comparison wards based on a listing survey in the second stage, and finally the matching of treatment households and groups in the selected treatment wards to comparison households and groups in the selected comparison wards in the third stage. In the first stage, we will match treatment LGAs to comparison LGAs based on geographic characteristics. In the second stage, we will match households and groups in treatment wards (an LGA typically has 10-15 wards) to households and groups in a select number of comparison wards based on variables relevant to the targeting and potential outcomes of the program as well as variables to characterize households and groups (we will gather these data using a listing survey or short census). In the third stage, we will match treatment households and groups to comparison households and groups based on the data from the full baseline survey.

Ogun State has 20 local government areas (LGAs). We have estimated that OGSTEP made direct interventions (structural deliverables) in all of them. Within each LGA we will then implement a listing survey in about seven to ten randomly selected wards (total sample size to be determined in close consultation with the PIU) to collect data on a small but important number of variables to match on.

Ogun State has 263 political wards, according to the Nigeria's Independent National Electoral Commission (INEC). We have estimated that OGSTEP made direct interventions (structural deliverables) in at least about 180 of them. In the second stage, we will match at least 50 wards based on the data from the listing survey. We will conduct the matching using a nearest neighbor approach in which we will match each treatment ward to a minimum of one comparison ward based on aggregate data from the listing survey.

It is also in this second stage that we will match using a combination of individual-level data for **students and teachers of secondary schools, technical and vocational colleges. Apprentices, artisans and their groups will be considered too.** We will prioritize outcome

variables and variables that are highly correlated with the outcome variables in a distance matching approach. These variables could include STEM knowledge improvement indicators; students'/ artisans' empowerment indicators; teachers' income, expenditures, and asset ownership; food security; and various other individual- and group-level variables for the matching.

For the group-level matching, e.g., artisanal or teachers' groups, we could include variables related to the group size, number of meetings, group type and objectives, and group composition (e.g., whether members speak a certain language or are part of a specific ethnic group). In addition, we could include aggregate indicators of artisanal group members, such as their average age, and education level.

In the third stage, we will match at least 150 treatment households to at least 75 comparison households using a combination of individual-level data for both women and men (**gender**), and household-level data. We will prioritize outcome variables and variables that are highly correlated with the outcome variables in a distance matching approach. These variables could include women's empowerment indicators; women's and household income, expenditures, and asset ownership; the education level and age of the household head and his spouse; food security; and various other individual- and household-level variables for the matching at the household level.

It is also in the third stage that we will match using a combination of individual-level data for the **youths, the disabled and physically challenged, sexually abused and gender violence victims, Project Affected Persons (PAPs)**, etc. We will prioritize outcome variables and variables that are highly correlated with the outcome variables in a distance matching approach. These variables could include youths' empowerment indicators; youths' income, expenditures, and asset ownership; food security; and various other individual- and group-level variables for the matching.

For the group-level matching, e.g., artisanal groups, we could include variables related to the group size, number of meetings, group type and objectives, and group composition (e.g., whether members speak a certain language or are part of a specific ethnic group). In addition, we could include aggregate indicators of artisanal group members, such as their average age, and education level.

Lastly, we will combine DID analysis and matching as a robustness check. We intend to use matching to identify the comparison group and then compare changes in outcomes over time between OGSTEP women/youths/concerned groups and the comparison groups using DID analysis. We propose to use this method to explore the robustness of the findings. In refining this matching approach, we will work with the PIU and relevant MDAs to take advantage of their on-the-ground knowledge of the program implementation and the Ogun State context.

### **3.1.2 Qualitative Study Design**

We combined the impact evaluations with rigorous qualitative research, which is comprised of a process evaluation to be conducted during the study.

We propose a mixed-methods process evaluation to assess implementation fidelity and beneficiary experiences. Process evaluations are important to understanding the why and how of a program and help with interpretation of other evaluation results. In conjunction with impact evaluations, process evaluations can help ascertain whether a program is ineffective because of its underlying theory or simply because its delivery was of low quality. The process evaluation component focused on how the program was implemented, including to what extent program activities were implemented as intended and how beneficiaries experienced the program. Further, the process evaluation explored external and contextual factors that influence program implementation. We will triangulate qualitative process evaluation findings with quantitative data on implementation fidelity (which we will obtain from data collected at the group level and the intervention monitoring) to shed light on the mechanisms that may influence program uptake. For the qualitative process evaluation, we followed the same sampling approach as we are conducting for quantitative study, that is, we sampled from all LGAs and wards where the program is implemented and randomly draw respondents from the treatment and comparison groups from the quantitative sample. (See section above).

We propose the following methods for the process evaluation:

1. FGDs with groups of women (entrepreneurs), farmers, teachers, students, youths, artisans, etc. The FGDs will include a participatory livelihoods assessment.

2. Key informant interviews (KIs) with staff from the PIUs, MDAs, schools, SARCs/WDCs as well as officials of the PSC and PTC. Some key community leaders will also be interviewed.

### **3.1.2.1 Focus Group Discussions**

We conducted FGDs with women (entrepreneurs), victims of gender violence, youths, teachers, farmers, students, artisans, etc. The FGDs focused on the experiences of men, women, youths, SEA/GBV victims, artisans, farmers, investors, etc. on the project implementation, perceived challenges in economic transformation, and perceptions of changes in livelihoods or empowerment in relation to the men's women's and youths' participation.

### **3.1.2.2 Key Informant Interviews**

We conducted KIs with members of the PIU, PTC as well as officials of the various relevant MDAs. The KIs focused on how the program is implemented, to what extent it is implemented as intended, and how external or internal factors may have influenced implementation. These KIs also explored perceived impacts of the program, including perceptions of change in social norms, livelihoods, and empowerment in selected wards.

This study methodology ensured a systematic and comprehensive evaluation of the OGSTEP's performance, providing valuable insights into the project's achievements; mainly: structural and nonstructural works; indicators performance; intended outcomes; stakeholder coordination and management; design quality of project components; quality of implementation, functionality, and sustainability of the Interventions; financial and economic analysis; challenges; recommendations; best practices and lessons learned.

## **3.2 Data Collection and Analysis**

### **3.2.1 Desk Review**

The Consultant has embarked on a deep literature review of project documents (e.g. Project Appraisal Document (PAD), Financial Agreement, Project Implementation Manual [PIM], Aide Memoires, ESMPs, EIAs, Pest Management Plan (PMP), etc.) spanning the last 6 years or so as part of this impact evaluation (See Annex 3 for Full List of Reviewed Documents). The desk review has so far proved useful in familiarizing the impact evaluation

team with the project. Most importantly, the desk review has served as an initial step undertaken by the Consultant to evaluate the existing data, gain information and knowledge on the OGSTEP generally, identify the positive effects of its implementation, as well as negative effects; and any gaps or areas which may require strengthening or improvement. Complementarily, the desk review led the way for an articulated approach to be developed and applied in preparing this impact evaluation.

### 3.2.2 Stakeholder Identification, Selection and Participation

In collaboration with the PIU, ten (10) categories of stakeholders have been identified and selected as respondents for the purpose of KIs, FGD and surveys for the facilitation of the data collection process. Identified stakeholders were required to respond broadly to the core questions built from the Consultant's review of the PAD and ToR for the consultancy assignment.

#### 3.2.2.1 Evaluation Questions

The impact evaluation allowed stakeholders to **answer some selected questions from among the core questions in Table 5.0 below**, and likewise provide foundations to support the quantitative and qualitative analysis for the IE. The questions indicate the desired build-up of the evaluation indicating the core topics that would be evaluated. These evaluation questions were developed from the scope of work and specific objectives on the terms of reference of this impact evaluation, as well as from the project's results framework

**Table 3.1: Impact Evaluation Core Questions**

<b>OGSTEP Impact Evaluation Core Questions</b>	
<b>PDO and Results Framework Performance Assessment by Indicators</b>	
1.	What is the performance of the project indicators against the end targets in the results framework?
1.a.	How successfully has the project's objective been achieved?
1.b.	To what extent are the RF targets met in line with the performance indicators?
1.c.	Were the project's interventions effectively carried out to achieve the intended goals for each component and subcomponent? To what extent were the intended goals accomplished? What are the differences and reasons behind such differences?
1.d.	What comparison can be drawn between the planned outputs and achieved outcomes?
1.e.	What bills/laws have been developed for economic transformation and development by the state government as a result of the project?
<b>Stakeholder Coordination and Management</b>	
2.	What is the effectiveness of stakeholders' coordination and management structures which were put in place?
2.a.	What is the bandwidth and quality of supervision during the implementation from the PSC and PTC structures?

2.b.	How effective are the PSC and PTC structures? How often do they meet?
2.c.	Is there strategic coordination between Federal and State MDAs on economic transformation management? Are there Memorandum of Association (MOUs) between the Office of the Ogun State Governor and relevant Federal MDAs such as CBN, Federal Ministry of Finance, Federal Ministry of Budget and Planning, Presidential Economic Coordination Council (PECC)?
2.d.	What is the degree and nature of stakeholders' involvement in decision-making regarding component activities (including project selection, implementation, and supervision)?
2.e.	What is the degree of collaboration with the key stakeholders in carrying out the project's components?
<b>Impact Evaluation of Structural and Non-Structural Components</b>	
3.	What is the impact evaluation of the project design and implementation approaches for structural and non-structural components?
3.a.	What is the impact of interventions on beneficiaries and their satisfaction with different elements of the project?
3.a.i	What's the impact of the interventions (under project subcomponents 1.2 and 1.3) on the targeted beneficiaries? What is the beneficiaries' perception of project success?
3.a.ii	What is the impact of the compensations, resettlement programs and livelihood restoration programs on the beneficiaries?
3.a.iii	Are the beneficiaries satisfied with the approaches or methods used in the community stakeholders' sensitisation and mobilisation towards participation in component activities?
3.a.iv	Are the beneficiaries satisfied with the project-level grievance redress mechanism?
3.a.v	Are the beneficiaries satisfied with the identification of community stakeholders' priorities and project sites?
3.a.vi	What are the demographic, social (including gender) and economic characteristics of the beneficiaries? What percentage of them are female?
3.a.vii	What are the perceptions and opinions of the beneficiaries on the relevance of the interventions to communities in addressing their economic needs?
3.b.	What is the consistency of construction works with engineering designs?
3.b.i	Are the design and construction drawings and specifications consistent with what was implemented?
3.b.ii	Are the infrastructural investments consistent with the environmental, social, policy and institutional objectives of the project?
3.b.iii	Are there key observations from the technical works' reports?
3.b.iv	Were all infrastructures completed at the end of the project?
3.b.v	Did the project achieve the target of 150 km of length of feeder roads?
3.b.vi	Was 150km of feeder roads constructed to link economic transformation management infrastructure?
3.b.vii	Was the rehabilitation of schools, educational centres, sexual assault referral centres, laboratories achieved?
3.c.	Have these non-structural deliverables been developed, validated and operationalized under the project's subcomponents 1.1, 2.1 to 2.3? Are they currently in use? Are they currently functional? In what ways have they been implemented?
3.d.	How effective were the non-structural deliverables of the project under subcomponents e.g: ESMPs, ESMF, ESAs, Grievance Redress Mechanisms (GRMs), RPF, Livelihood Restoration Programs and RAPs from the perspective of the beneficiaries?
3.e.	What is the extent and quality of Environmental and Social (E&S) supervision during implementation?
3.f.	What's the impact of the non-structural interventions on the targeted beneficiaries?
3.g.	Are economic transformation capital investment program adopted for targeted sites?
3.h.	In what ways were the capacity of relevant stakeholders built on economic transformation as part of the project?
3.i.	How many beneficiaries benefit from the capacity development activities?
3.j.	Is there improved institutional coordination on economic transformation?
3.k.	What are the findings from the environmental and social analysis of the project components as at the close of implementation (including post-environmental and social impacts of completed intervention works)

3.l.	In what ways did the project impact the processes, knowledge and the ways of working of the PIU and other government partners?
<b>Institutional Arrangements and Interplay of Regulatory and Legal Frameworks</b>	
4.	What is the effectiveness of the institutional arrangements and interplay of regulatory and legal frameworks on the project components' implementation?
4.a.	Are/Were there institutional controls in promoting transparency, preventing misuse of resources, increasing technical expert participation, and enforcing fiduciary oversight like financial and procurement management during the implementation of the components?
4.b.	What is/was the suitability of these institutional controls?
4.c.	To what extent are the project components aligned with or in conflict with similar programmes/projects implemented by the State Government?
4.d.	What is the impact of extant policies prevailing at the design stage and during the project implementation on the results achieved by the Project
<b>Design Quality of Project Components</b>	
5.	What is the overall design quality of the project components from the perspective of relevance and applicability?
5.a.	Does the project components' design quality meet the set objective in terms of relevance, effectiveness, and efficiency?
<b>Quality, Functionality, and Sustainability of the Interventions</b>	
6.	What are the quality, functionality, and sustainability of the interventions?
6.a.	What is the robustness of the quality control mechanisms instituted by the project in implementing the project components?
6.a.i	What is the quality of implemented works?
6.a.ii	Were technical experts involved during the design and executions of the interventions?
6.a.iii	What is the cost-effectiveness of the implementation of the projects?
6.a.iv	What are the safeguards frameworks - compliance to relevant standards triggered on the Project?
6.b	What is the functionality and resilience of the various infrastructures constructed through the project components?
6.b.i	What is the extent of utilization and measures of flow of benefits?
6.c.	Are systems such as institutions, regulations, and processes in existence for maintaining and sustaining assets/infrastructures provided under the project component (political, technological, legal, economic, social and environmental sustainability)?
6.d.	Are systems such as institutions, regulations, and processes in existence for maintaining and sustaining the non-structural deliverables under the project? (political, technological, legal, economic, social and environmental sustainability)
6.e.	In what ways have the project interventions improved communities' economic status?
<b>Financial and Economic Analysis</b>	
7.	What are the findings from the financial and economic analysis of the project components as at the close of implementation?
7.a.	In what ways did the performance of the components contribute to the overall performance of the project?
7.b.	What is the comparison between the expected results from the allocations and disbursements to the project's components and the actual financial statements? Were the finances properly utilized?
7.c.	What conclusions are drawn following the comparison between the results from the financial and economic analyses and the planned analysis results outlined in the Project Appraisal Document?
7.d.	How efficient was the utilization of funds for the components' interventions?
7.e.	What are the lessons learned and challenges encountered in the financial and economic management of the project?
7.f.	What are the recommendations/proposed strategy changes for implementation considering the financial and economic analysis results?
<b>Gender and Social Inclusion Analysis</b>	
8.a.	What is the impact of the OGSTEP on group-level outcomes?
8.a.i	What is the impact of the OGSTEP on collective savings and credit?

8.a.ii	What is the impact of the OGSTEP on the set-up, sales, and profits of collective enterprises?
8.a.iii	What is the impact of the OGSTEP on social cohesion in groups?
8.b.	What is the impact of the OGSTEP on individual-level and household-level outcomes ?
8.b.i	What is the impact of the OGSTEP on financial inclusion (access to formal credit, savings, and demand for informal credit)?
8.b.ii	What is the impact of the OGSTEP on economic outcomes (women's, men's and youths' asset ownership, household consumption, women's, men's and youths' income)?
8.b.iii	What is the impact of the OGSTEP on women's and youths' empowerment and agency (women's and youths' decision-making power, women's and youths' mobility, women's and youths' self-confidence)?
8.b.iv	What is the impact of the OGSTEP on gender-based violence?
8.b.v	How do men, women, youths, etc now perceive community gender norms ?
8.c.	What is the impact of the OGSTEP on community-level outcomes ?
8.c.i	What is the impact of the OGSTEP on social norms?
8.c.ii	What is the impact of the OGSTEP on informal interest rates?
8.c.iii	What is the impact of the OGSTEP on agricultural and non-agricultural wages?
<b>Cost and Cost Effectiveness Questions</b>	
9.a.	How cost effective is OGSTEP?
9.a.i	What are the costs of the implementation of OGSTEP in Ogun State?
9.a.ii	What are the drivers of the costs of OGSTEP in Ogun State?
9.a.iii	What is the cost-effectiveness of OGSTEP in achieving group-level, individual level and community level outcomes?
9.a.iv	What is the cost-effectiveness of OGSTEP in achieving empowerment outcomes for women, youth, physically challenged, etc?
9.a.v	What is the cost-effectiveness of OGSTEP in achieving economic outcomes, such as consumption, asset ownership, and income?
9.a.vi	What is the return on investment of OGSTEP?
<b>Challenges, Way Forwards, Lessons Learnt and Best Practices</b>	
10.	What are the facilitators and challenges faced in the implementation of the economic transformation project, the recommendations to mitigate the challenges, key lessons learned and best practices that can be used for future programming?
10.a.	What are the challenges experienced during implementation which may have impeded the full achievement of the project objective and the components?
10.b.	What are the recommendations to mitigate these challenges by components?
10.c.	What are the facilitators experienced during implementation which may have aided the full achievement of the project objective and the components?
10.d.	What can these facilitators be replicated in future projects by components?
10.e.	How have contextual factors influenced program implementation?
10.f.	What are the lessons learned in the six years of project implementation: social, environmental, M&E, financial and programmatic?
10.g.	What are the perceptions of women, youth, artisans, students, physically challenged and others about the benefits and costs of OGSTEP?
10.h.	What are the non-intended outcomes?
10.i.	What best practices can be used in future programming of the project components?
10.j.	How do beneficiaries interact with OGSTEP facilitators ?
10.k.	Is the state government currently positioned and have the capacity to sustain the assets at the expiration of the Ogun State Economic Transformation Project (OGSTEP)?
<b>Strategic Changes</b>	
11.	What are the strategic changes that can be undertaken to improve future implementation of project components for better achievement of the Project objectives?

**(Note: Evaluation questions to be used in the surveys will be selected from core questions tabulated in Table 5. Not all questions in Table 5 will be used)**

### **3.2.3 Sampling and Data Collection**

The impact evaluation used both random sampling and purposive sampling. Purposive sampling was used in identifying respondents such as PIU officials, PSC/PTC members, government MDAs and LGA officials, community leaders and CDA leadership, Project Affected Persons (PAPs), CSOs, non-structural deliverables consultants (including the PMC) and construction firms that implemented structural works.

#### **3.2.3.1 Qualitative Data Collection through KIs and FGDs**

Qualitative data were collected from most of the identified project stakeholders. Through the interviews, the evaluation team captured several elements of the evaluation questions including stakeholder coordination and management, degree and nature of stakeholders' involvement in decision-making regarding component activities, degree of collaboration with the key stakeholders in carrying out the project's components, delivery of the structural and non-structural deliverables, E&S supervision during implementation, capacity building, improved institutional coordination on economic transformation management effectiveness of the institutional arrangements, design quality of project components, challenges, way forward, lessons learnt and best practices etc. Most of the KIs were carried out in-person; few on Zoom platform. In all cases, the enumerator took notes. The interviews were also recorded and transcribed.

#### **3.2.3.2 Quantitative Data Collection using Surveys**

Random sampling will be used in identifying stakeholders that will participate in the surveys. Our approach plans to cover at least 5,000 stakeholders across 40 - 50 communities where infrastructural works were implemented. These communities include: Igbesa, Ajegunle, Ijebu-Igbo, Ilara, Ijebu-Ode, Isabo-Abeokuta, Idi-Aba-Abeokuta, Ayetoro, Sagamu, Ilaro, Asero, amongst others. The Consultant has ensured that it covers all the types of structural works in the project, as part of the survey data collection. These communities will be selected from each of the 20 LGAs where OGSTEP interventions were carried out. With 40 - 50 communities, the evaluation team will have covered at least 75% of the communities where structural works were implemented in our approach for survey data collection.

Through the survey, the evaluation will capture the impact of the structural and non-structural interventions and deliverables on the beneficiaries. These include project civil

works, ESMPs, ESMF, ESIA, GRMs, RPF, Livelihood Restoration Programs and RAPs compensations from the resettlement programs and livelihood restoration programs etc. Before administering the survey, it will be tested to check double entry, validate inconsistencies, and conduct sample analysis. Refer to Table 3.1 (find above) for the tools that will be used for this as well as the evaluation questions to be covered.

The team will approach stakeholder engagements/data collection in a structured, sequential and strategic manner such that information from different types of stakeholders can be obtained simultaneously on a daily basis during the assignment. Our objective is to have several stakeholder data collection methods happening simultaneously in different locations so as to optimize efficiency in information gathering and data collection.

### **3.2.4 Site Visits**

Given that the OGSTEP has implemented a series of civil work projects, the Consultant embarked on site visits to some selected sites so as to check actual end-results against intended results and proposed engineering designs. Over 40 sites of this project were visited as part of the site inspection.

### **3.2.5 Financial and Economic Analysis**

The financial and economic analysis for the purpose of the impact evaluation is for the following:

- Establishing the comparison between the expected results from the allocations and disbursements to the project's components and the actual financial statements
- Drawing conclusions following the comparison between the results from the financial and economic analyses and the planned analysis results outlined in the Project Appraisal Document (PAD)
- Establishing whether there is efficiency in the utilization of funds for the components' interventions
- Establishing lessons learned and challenges encountered in the financial and economic management of the project

- Providing recommendations/proposed strategy changes for implementation considering the financial and economic analysis results

The financial and economic analysis will be carried out by the economist/fiduciary expert who will liaise with the project accountant and procurement specialist in conducting the analysis.

### **3.2.6 Data Collection Platform and Enumerators**

Enumerators were trained for the purpose of data collection in communities and project sites, including impact evaluation methodology and administration of the tools. We provided thorough training on proper data entry and the importance of accuracy. After training, the data collectors (enumerators) travelled to the relevant communities and visited other respondents at their offices for data collection.

Proper and validated data capture tools that are suitable for the type of data being collected were provided. Data collection was through KoboCollect, a platform used for data collection and data management. The survey questionnaire and site inspection monitoring tool were mounted on the platform. KoboCollect was selected for this exercise considering that it enables users to collect and store data offline, and collect data on their phones or other mobile devices. In addition, it allows for ease of designing and customizing data collection forms on the platform. Data can also be downloaded and exported in multiple formats, including XLS, CSV, KML, ZIP, and GeoJSON. Moreover, KoboCollect enables the collection of GPS coordinates as well as minimizes data entry errors' and automatically transfers, and back-ups all data to avoid data loss. Ultimately it is the data security feature of the platform which provides for data encryption.

#### **3.2.6.1 Elimination of Risk of Biased Data**

We attempt to reduce the risk of data bias during data collection on OGSTEP.

Therefore, we did the following methods to validate our data on OGSTEP evaluation:

- **Digital data capture with GPS**

The use of KoboCollect platform minimizes data entry errors' and automatically transfers, and back-ups all data to avoid data loss. The platform also enables the collection of GPS coordinates.

To do digital data capture with GPS, we used KoboCollect specialized mobile apps on smartphones or handheld GPS units to record location points, tracks, and other data. Data is collected in various ways, such as automatically detecting the current location, manually adding points to a map, or associating GPS data with other information like photos. This data is then often downloaded to a computer and visualized on maps using GIS software for later analysis.

- **Spot checks**

We conducted random spot checks on completed questionnaires for data completion and quality and ensure that all interviews are recorded. We used random sampling to review recorded data for accuracy and completeness, look for anomalies, implement validation rules, and conduct feedback loops to correct errors and improve processes. The following steps were undertaken:

- Established a Plan for Spot Checks

We defined clear criteria - determining the specific data quality dimensions to focus on, such as accuracy, completeness, validity, timeliness, and relevance. We proceduralized the checks - creating a written procedure for how and when spot checks will be performed, including the tools and instruments to be used. We scheduled the spot checks regularly - performing spot checks on a defined schedule to ensure consistency and to address issues promptly. We will implement checks at various points in the data collection process, not just at the end.

- Performed the Spot Checks

During the review, we looked for:

- **Null Values:** Identify missing data points.
- **Completeness:** Verify that all required information is present.
- **Accuracy:** Check for incorrect or fabricated entries.
- **Validity:** Ensure data conforms to expected formats and rules.

- **Duplicate Data:** Detect any redundant records.
- **Data Relationships:** Observe the logical connections between different data points.

We also involved domain or subject matter experts in reviewing the data and annotations for correctness.

- Document and respond

We recorded our findings – documenting all observations, both positive and negative, from the spot checks. We implemented a feedback loop - using the findings to make corrections to the captured data and to update processes or training. We continuously monitored data quality to identify recurring problems or emerging biases in the data.

### 3.2.7 Recruitment, Information and Consent Procedures

During data collection, all respondents were provided with information on the OGSTEP, along with assurance of the confidentiality of responses. The consent information was read out. Participation was voluntary: no one was coerced to participate. Participants were able to withdraw from the study at any point during the data collection, including the ability to withdraw their data. All information provided will be kept confidential. Across board, gender proportionality was applied in the selection of respondents and basic demographic information of respondents will be collected including sex, age, level of education and location, to allow for disaggregation of the data.

### 3.2.8 Potential Limitations

Several limitations inherent to the design of this evaluation are as follows:

1. Some respondents declined to participate which can introduce a possibility of selection bias, i.e., those respondents who choose to participate might differ from those who do not in terms of their gender, attitudes and perceptions, their affiliation with government/non-government structures, and their socio-demographic characteristics and experience. This may apply to all data collection methods used.

2. Since a number of questions will deal with issues or changes that took place in the past, recall bias cannot be excluded, by which respondents find it difficult to accurately compare their previous state or capacity to today.
3. There is a known tendency among respondents to under-report socially undesirable answers and alter their responses to approximate what they perceive as the social norm (halo bias). The extent to which respondents will be prepared to reveal their true opinions may also vary for some questions that call upon the respondents to assess the performance of their colleagues or people on whom they depend for the provision of services. To mitigate this limitation, the evaluation team will: provide the respondents with confidentiality and anonymity guarantees that will be embedded in data collection instruments as opening statements; conduct the interviews in settings where respondents feel comfortable; and establish rapport between the interviewer and the respondent.
4. Other possible limitations may include low response rates and disproportionate regional/gender participation in one-on-one interviews. If this is the case, the results will represent opinions of the most active and open respondents whose experience with the OGSTEP is likely to differ from that of those who decline to be interviewed. To avoid this outcome, full cooperation of the PIU in arranging the data collection process (i.e., survey, FGDs and KIIs) is required and expected.

### 3.2.9 Data Analysis and Reporting

The analytical work towards drafting of IE report will apply the following methods:

- Descriptive analysis will be used to understand the relevant context that has influenced the OGSTEP implementation, as well as to describe its objectives and structural and non-structural interventions. Descriptive analysis will be used as a first step, before moving on to more interpretative approaches.

KPI analysis will be used to measure progress against targets set in the results framework.

- Content analysis will constitute the core of the qualitative analysis. Documents, KII and FGD notes will be analysed to identify common trends, themes and patterns in relation to the evaluation questions.
- Quantitative/statistical analysis will be used to interpret quantitative data. If and as feasible, it will also be used to quantify selected results of stakeholder consultations.

To ensure validity of data, and as part of the process of synthesizing information derived from different data sources and through different means of data collection, the following methods will be used:

- Triangulation – i.e. comparing data generated from different data sources to identify trends and/or variations;
- Complementarity – i.e. using data generated through one method of data collection to elaborate on information generated through another, e.g. use stakeholder consultations to explore reasons for strengths or shortcoming indicated in existing documents.

The data analyst will consolidate the data and ensure the data is being collected in a timely and accurate manner. The data analyst will be responsible for monitoring the data collection process, supported by the impact evaluation expert who will be checking the consistency, accuracy and quality of data on a regular basis.

Data will be exported to MS-Excel and checked for errors, omissions and inconsistencies. The data analyst will be responsible for overall supervision of the process and monitoring the data collected for inconsistencies or unexpected values. Staff from SPEC/KFP JV's data management team will support in trouble shooting of KoBoCollect issues, setting up analysis reports and helping with data cleaning and checking. On completion of data cleaning, it will then be exported into SPSS for analysis. Visualization will be done with Google Spreadsheet. Descriptive statistics will be used to present the main variables of interest and will be used to calculate means, medians, and frequencies.

Qualitative data will be stored in standard template formats, in password protected laptops and analysed by the team using content analysis approaches. Content or thematic analysis is a method for identifying, analyzing and reporting patterns (themes) within the data and organizing and describing the dataset in rich detail. Where possible this will be done using a participatory approach, through a group exercise involving all consultants that were involved in conducting KIIs and FGDs. The process will involve the core team in reviewing all documentation (including transcripts and notes), identifying initial deductive codes and generating additional inductive codes during the process. Qualitative software (MAXQDA or Delve) may be used to support storage and coding of material. Overarching themes will emerge through clustering and discussion and the relationships between these will be

mapped to produce an overall 'thematic map' of emerging issues, findings, and any causal pathways, and influencers between them. Content analysis will also be used to flag diverging views and opposite trends. It will also be used to categorize qualitative data into themes related to the evaluation criteria (relevance, effectiveness, efficiency, impact, sustainability).

Based on the evidence collected, the evaluation team will make evaluative judgements along each of the Results Framework indicators and evaluation questions that will feed into the draft and final evaluation reports. Generally, some aspects of the report will be presented using a digital portfolio such as infographics, pictures, graphs, schematics to present data and results that can be easily understood. We can also prepare short presentations that could accompany these reports. The draft report featuring the evaluation findings, analyses, and recommendations will be presented to stakeholders for feedback and validation. The Consultant will incorporate stakeholders' feedback into the final report submitted to the PIU.

### **3.3 Difference in Differences (DID) Analysis**

We will assess the impact of the OGSTEP using a DID regression framework. We will compare changes in outcomes over time between the treatment and comparison group. DID entails calculating the change in outcomes, such as income, between the project commencement and the completion for treatment and comparison group units and comparing the magnitude of these changes between the treatment and the comparison groups. In this study, the DID model will use individual-, household-, and group-level data from before and after the OGSTEP's components are implemented to compare the total change in income, asset ownership, household expenditures, and economic empowerment for stakeholders participating in OGSTEP with the total change in the same outcomes for stakeholders in LGAs in which OGSTEP interventions are not implemented.

Two key features of the DID evaluation method are particularly attractive for deriving unbiased project impacts. First, using pre- and post-treatment measures enables us to "difference" out unmeasured fixed (i.e., time-invariant) household and group characteristics that may affect outcomes, such as education level and household composition. The approach also enables us to benchmark the change in the indicator against its value in the absence of treatment. Second, using the change in a comparison

group as a counterfactual enables us to account for general trends in the value of the outcome.

The DID design will provide us with the intent-to-treat (ITT) effect on the OGSTEP; in other words, the average treatment effect for those stakeholders or groups assigned to a treatment condition regardless of take-up of treatment. Results from the intervention-monitoring evaluation will inform the fidelity of implementation of the program and will allow us to determine if there were discrepancies in adherence to treatment conditions. If so, we will further assess the effect of treatment on the treated; that is, we will evaluate the effect of the project in those LGAs (or wards) assigned to treatment that actually implement the treatment as planned (i.e., full fidelity of implementation).

We will also create subgroups to assess heterogeneous effects. For example, we will examine heterogeneous effects for women in different age categories, and women of different ethnic groups, as well as different LGAs. In addition, we will examine heterogeneous effects for various moderators such as include women and households with different levels of asset ownership, different social norms, and different time constraints at project commencement. In addition, we will apply corrections for multiple comparisons in the estimation of the standard errors for heterogeneous effects to limit the risk of fishing for statistical significance.

### **3.4 Evaluation Management**

There will be a regular and open exchange between the evaluation team and the PIU. The first step initiated in this direction was the kick-off/inception meeting held on Wednesday, 13<sup>th</sup> August 2025 with representatives from the PIU and the evaluation team. The meeting was held to set the roadmap and pathway for achieving the contract deliverables. The meeting created a platform for the Consultant and PIU to synergize their work processes, communication/correspondence channels, and other activities necessary for coordination of the contract. Going forward, the evaluation team will hold regular meetings where appropriate with key officials within the PIU.

The roles and responsibilities in managing the impact evaluation are as follows:

**PIU**

- supervise and monitor the progress of the evaluation
- have regular contacts, at least on a weekly basis, with the evaluation team
- provide all necessary material, information, contacts and documentation effectively, efficiently, and early as possible following the short timeframe of this evaluation
- ensure proper stakeholder involvement in the entire evaluation process
- facilitate contacts to key stakeholders and the various project locations
- be available to take part in interviews
- provide timely comments on the draft inception report and draft evaluation report based on the timeline we are working with
- organize the review workshop where the draft evaluation report can be presented to key stakeholders.

**Consultant's Evaluation Team**

- provide the deliverables as set out in the ToR
- liaise with the PIU on a regular basis
- design the methodology and produce all data collection tools to be used for the impact evaluation
- conduct all lines of inquiry, including data collection from PIU, project partners, beneficiaries, consultants, field visits and site inspections
- observe evaluation and ethical standards, as well as any World Bank's policies and guidelines, in the conduct of the evaluation
- deliver the final inception and evaluation reports in a satisfactory manner by including all comments from the PIU team and key stakeholders.

## CHAPTER 4: QUALITATIVE METHODOLOGY

### 4.1 Introduction to The Qualitative Methodology

This section describes the methodology used to plan the focus groups discussion (FGD) and key informant interviews (KII) and produce the qualitative data set and subsequent analysis within this report.

SPEC/Persepolis submitted the study's protocol to OGSTEP PIU for review and approval, which were promptly issued for the qualitative research activities.

### 4.2 Recruitment

#### 4.2.1 Focus Groups

Participants were recruited from the lists of stakeholders and beneficiaries of OGSTEP interventions supplied by OGSTEP-PIU. They include teachers and students of Government Technical Colleges and flagship and selected secondary schools; OSF Training Service Providers (TSP), farmers' groups and clusters; VCDF's staff members, etc. Respondents were asked to indicate whether they would like to be considered for joining a focus group and, if interested, were asked to confirm availability. Respondents were contacted if they indicated that they would like to participate in a focus group, provided a physical address, and checked whether they fit criteria for a session.

Participants were recruited by physical calls. Initial invite messages were sent 7 to 10 days before the scheduled focus group discussions.

Each focus group session was scheduled for 60 minutes. The first five sessions were each held on a weekday (Wednesday) afternoon October 29, 2025. The last three sessions were held randomly on weekday afternoon between November 9, 2025 and November 20, 2025. The physical address for the FGD and the project information sheet were sent to each participant the morning of each scheduled focus group, via WhatsApp. This sheet described what a focus group is, laid out general rules, detailed each individual's rights as a participant, and listed contact information to SPEC/Persepolis management.

For the first five sessions, participants were offered refreshments as incentive, as the sessions took place in a fast-food joint somewhere in Oke-Ilewo, Abeokuta.

## 4.2.2 Key Informant Interviews

Key informant interview participants were identified by OGSTEP-PIU and then connected to the SPEC-Persepolis research team to schedule their interviews. The individuals were identified as policy-makers, experts, implementors or stakeholders in the four thematic areas of OGSTEP's interventions within Ogun State. They include top Ogun State Government officials, OGSTEP-PIU staff members, Principals of Government Technical Colleges and flagship and selected secondary schools; farmers' group and cluster leaders; VCDF's staff members; SARC Managers, etc. Participants were recruited by phone-calls and WhatsApp messages. Initial invite messages were sent 5 to 7 days before the scheduled stakeholder interviews. SPEC-Persepolis sent invitees to different participants, and received responses from all the individuals, all agreeing to participate in an interview.

Each interview was scheduled for 45 minutes. All the interviews were held on a weekday between October 6, 2025 and November 20, 2025. Some of the interviews were held virtually through the Zoom/Microsoft Team apps. The apps' access link and the project information sheet were sent to each participant in the virtual meetings 24 hours to the scheduled interview. This sheet described what the stakeholder interview is, laid out general rules, detailed each individual's rights as a participant, and listed contact information to SPEC-Persepolis management.

## 4.3 Participants

### 4.3.1 Focus Groups

In total, SPEC-Persepolis conducted 72 focus groups discussions with a total of 788 participants. Focus group participants were grouped by their shared experiences to facilitate in-depth discussion of topics. For example, OSF Training Service Providers (TSP) were grouped into the trades (garment making, leather making, multimedia/ICT, etc) and gender (3 male and 6 female groups). Schoolteachers were also grouped i.e. as science teachers, technical school instructors, etc. The number of focus group discussions and participants per category is provided in Table 4.1. below.

**Table 4.1 - Number of Focus Group Discussions and Participants**

Focus Groups	Focus Group Discussions	Participants
Farmers	10	105
Teachers/Instructors (from Technical Colleges, Selected Flagship and Secondary schools)	25	93
Students (from Technical Colleges, Selected Flagship and Secondary schools)	25	500
Training Service Providers (TSP)	9	81
Value Chain Development Firms	3	9
<b>Total</b>	<b>72</b>	<b>788</b>

### 4.3.2 Key Informant Interviews

The Impact Assessment Survey included 72 key informant/stakeholder interviews. The interview participants came from different backgrounds and had varying experiences with the OGSTEP interventions. Of the 72 stakeholders, 10 were high-level Ogun State Government officials (including a Permanent Secretary, Director-Generals, Executive Secretary, Directors in State's MDAs, etc); 10 were OGSTEP-PIU staff members (including the Project Coordinator, Sector Project Managers, Sector Monitoring & Evaluation Specialists/Consultants); 15 leaders of farmers' groups and clusters; 25 principals of all Technical Colleges in the State as well as flagship and selected secondary schools in the State and 4 Sexual Assault Referral Centre (SARC) Managers. 7 Heads of Value Chain Development Firms (VCDF) were also interviewed. Participants' perspectives varied, with some particularly focused on sustainability policies and others on implementation.

The number of key informant interviews held per category is provided in Table 4.2. below.

**Table 4.2 - Number of Key Informant Interviews**

Key Informant(s)	Participants
Farmers	15
Principals (of Technical Colleges, Selected Flagship and Secondary schools)	25
Government Officials	10
PIU Staff Members	10
Value Chain Development Firms	8
SARC Managers	4
<b>Total</b>	<b>72</b>

## 4.4 Interview Guides

### 4.4.1 Focus Groups

The focus group guides were developed in consultation with OGSTEP. Questions and probes were tailored to address the different experiences of OGSTEP interventions across focus groups. As an example of the questions asked during the discussions, the focus group guide used is included in Appendix A. Further, “sequential interviewing” was used wherein preliminary results of qualitative data were used to adjust question wording and probes for subsequent focus groups to focus on the most important emerging themes.

The focus group guide followed an industry standard structure of beginning with participant introductions and then moving to the following topics: introductory questions, transition questions, key questions, and ending questions<sup>1</sup>. Introductory and transition questions varied on the backgrounds of the groups and were used to introduce participants and their backgrounds.

Key questions spanned three topics broadly: (1) participants' experiences of OGSTEP's interventions, (2) their perception of the impacts of those interventions on their businesses/agencies/schools/wards/trainees, etc. and (3) the gaps and challenges noticed during and after the implementations of those intervention activities and their recommendations on how to bridge the gaps and tackle those challenges. Ending questions included their recommendations for the sustainability of those OGSTEP interventions from 2026 into the future.

### 4.4.2 Key Informant Interviews

The key informant interview guides were developed in consultation with OGSTEP. Questions and probes were tailored to address the different experiences and concerns discussed during the focus groups. As an example of the questions asked during the interviews, the guide used for the key informant interviews is included in Appendix B. Further, “sequential interviewing” was used wherein preliminary results of qualitative data were used to adjust question wording and probes for subsequent interviews to focus on the most important emerging themes.

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<sup>1</sup> Krueger, R. A. (2014). *Focus groups: A practical guide for applied research*. Sage publications.

The stakeholder interview guide followed an industry standard structure of beginning with participant introductions and then moving to the following topics: introductory questions, transition questions, key questions, and ending questions. Transition questions derived from the focus groups session findings and were used to highlight and introduce the key, broader topics.

Key questions spanned three topics broadly: (1) participants' experiences of OGSTEP's interventions, (2) their perception of the impacts of those interventions on their businesses/agencies/schools/wards/trainees, etc. and (3) the gaps and challenges noticed during and after the implementations of those intervention activities and their recommendations on how to bridge the gaps and tackle those challenges. Ending questions included their recommendations for the sustainability of those OGSTEP interventions from 2026 into the future. They also included an opportunity for the participant to clarify any previous points or to share relevant comments not previously discussed.

#### **4.5 Protocols and Ethical Consideration**

Most focus group discussions and key informant interviews were conducted face-to-face; few (3) virtual. Ethical guidelines were rigorously followed throughout the survey. Participants were informed on the qualitative process in recruitment and informed consent obtained from all the participants prior to the start of data collection. This ensured that they were fully aware of the research goals and their voluntary involvement. Ground rules were established at the start of each session or interview, and respondents were assured of privacy, confidentiality and anonymity. Each session was recorded and transcribed, with each participant consenting to being recorded prior to the focus group or interview. In line with our expectations, most focus group sessions lasted approximately 60 minutes, and each key informant interview lasted approximately 45 minutes.

Focus group sessions were analyzed using transcriptions that underwent a redaction process to remove contextual information that could identify participants. Participant information will remain confidential, and all identifying information was anonymized. All focus group and stakeholder interview data and transcripts were securely stored within the project's limited access folders on SPEC-Persepolis secure private network.

## **4.6 Analysis**

### **4.6.1 Focus Groups**

The SPEC-Persepolis research team used an inductive, data-driven approach to analyze data from the focus groups. This approach involves first closely reading a sample of transcripts in detail until familiar with the content, then developing a list of emerging categories or themes to be used as codes in the analysis.

From this list of themes, the research team produced a code frame, a document containing brief definitions and rules for when each code should be applied. The code frame contained 24 codes across four main themes.

The research team deductively coded each focus group transcript according to the code frame. Datapoints from coding, which consisted of paraphrased discussion and direct quotes, were captured in a single Microsoft Excel spreadsheet to compare datapoints across groups. Once datapoints from all focus groups were recorded, the team members then created a summary for each of the 24 codes that summarized the main discussion points of each code, highlighting key quotes and datapoints.

Qualitative data was analyzed within the 4 main pillars of OGSTEP to develop a thorough understanding of responses, identify contradictory findings, and highlight common themes and narratives. Similarly, responses from the focus group session with women and youth were compared with all other sessions to identify gender/age differences in responses.

### **4.6.2 Key Informant Interviews**

For the key informant interviews, a codebook and frame were not developed. The team used a Microsoft Excel spreadsheet to sort transcript data by interview topics and questions. Once datapoints from all interviews were recorded, the team members then created a summary by comparing datapoints across interviews for each topic and question. Each summary encapsulated the main discussion points, highlighting key quotes and datapoints.

Qualitative data from the stakeholder interviews was first analyzed across each interview to develop a thorough understanding of responses, identify contradictory findings, and highlight common themes and narratives. Stakeholder interview data was then analyzed against the focus groups to compare themes and differences between the groups.

## **4.7 Limitations**

### **4.7.1 Key Informant Interviews**

There is a possibility that those who accepted to be interviewed may differ in some important dimensions from those who did not, such as in their attitudes or perceptions, meaning there is a chance of selection bias. Key informant interview participants were limited to a pool identified by OGSTEP and the responsiveness of those people. Given that the key informant interviews only consisted of 72 individuals, there are certainly perspectives not included, such as majority of successful applicants for Certificates of Occupancy (CofO) as well as many of the 40 investors who signed Memorandum of Understanding (MoU) with OgunInvest (who had conditions of privacy, confidentiality and anonymity attached to their involvements in Ogun State).

### **4.7.2 Focus Group Discussions**

There is a possibility that groupthink may have occurred. Participants may feel pressured to conform to the group's consensus rather than expressing their own dissenting opinions. Participants may have worried about what others think and avoid controversial topics or express socially desirable opinions instead of their true views.

While the 72 focus group discussions may have provided a broad overview of the OGSTEP's impacts, it may not have allowed for the in-depth exploration of an individual's experiences that is possible in one-on-one interviews.

## CHAPTER 5: FINDINGS FROM QUALITATIVE SURVEY ON IMPACT ASSESSMENT AND EVALUATION

### 5.1 Introduction to The Findings

The findings from the SPEC-Persepolis qualitative survey highlight the impacts of the OGSTEP interventions in the 4 main pillars of its Project Development Objectives (PDO). The findings are presented by the analytic themes that emerged during the transcript review with conclusions presented at the end of each theme.

### 5.2 Findings on OGSTEP's Interventions in Strengthening Agri-Food Value Chains

Klls and FCD participants were asked about the impacts (positive or negative) of the interventions of the OGSTEP in the strengthening of agri-food value chains in Ogun State; gaps and challenges noticed and their recommendations for overcoming those challenges and/or bridging those gaps; and their recommendations for the long-term sustainability of those interventions. The following subsections include their responses grouped by themes, as well as our findings from the qualitative survey.

#### 5.2.1 Impacts of OGSTEP's Interventions in Strengthening Agri-Food Value Chains

All the agricultural KII and FGD participants agreed that there have been "positive" to "very positive" impacts from OGSTEP interventions in the strengthening of agri-food value chains in Ogun State. All (100%) agreed that the interventions reached its intended target – grass-root, small-holder farmers (SHF). All reported that OGSTEP's intervention was probably the first governmental intervention that did not suffer from elite capture and actually got to the grass-root farmers – those who actually need the support.

All these participants also admitted that farm-land preparation activities were the biggest challenges to farmers in the value chain and that the OGSTEP's matching grant ratio of **65% (OGSTEP): 35% (Farmer)** in the payment of mechanization services did a lot in overcoming this challenge. The same impact is felt in the supply of fertilizers (another major challenge to farmers) and in the application of matching grants to fertilizer supply. All the agricultural KII and FGD participants reported that the aggregation of farmers for mechanization services input has reduced the cost of ploughing and harrowing farmlands.

An example suffices here. In 2022 before the OGSTEP interventions, the average cost of ploughing and harrowing farmland in Ogun State was NGN90,000.00 per hectare. In 2025,

2 years after OGSTEP's intervention, the average cost of ploughing and harrowing farmland in Ogun State has been reduced to NGN70,000.00 per hectare i.e. 22% reduction. All the agricultural KII and FGD participants (100%) believed a particular criterion in the aggregation of farmers has led to the reduction in the cost of land preparation per hectare – **there must be a minimum of 5 hectares of farmland per cluster and the hectares of land must be contiguous to each other.** This contiguousness created economies of scale that led to a lower cost per unit of land preparation.

2 VCDFs reported that after OGSTEP's interventions, monocropping has now become an acceptable business value chain model to aggregated farmers in their zones. Before OGSTEP's interventions, farmers in their zones had strongly held to the belief that poly-cropping – the act of growing multiple crops together at the same time – made better business sense. OGSTEP's interventions have exposed such aggregated farmers to the many advantages of mono-cropping, in contrast to poly-cropping which is very difficult to implement. Crop rotation is also encouraged now. This is seen by many of the participants as a good impact.

All agricultural KIIs and FGDs unanimously agreed that the sense of cooperation have developed among farmers aggregated in groups/clusters created during the OGSTEP or have been strengthened in groups/clusters existing pre-OGSTEP. The aggregated farmers now have the ability to pool knowledge and resources for their own common good.

All agricultural KIIs and FGDs also unanimously agreed that the offtake-arrangements initiated and implemented by OGSTEP have made very good impact by linking farmers (producers) to off-takers (buyers) even before production. Demand challenge is e. Another impact of this off-taking arrangement is that the farmers had guaranteed buyers for their value-chain products, which minimizes the risk of post-harvest losses and unsold products. One VCDF claimed that 95% of the aggregated farmers in its allotted zone achieved full harvesting of their planted products in 2024. Another VDCF reported that in its zone, aggregated poultry farmers were able to take off-taking MoUs/contract agreements to a commercial bank and managed to secure loans from that bank, based on those documentation. This confirmed the assertion that the off-taking arrangement has enabled access to finance for the aggregated farmers – a positive impact.

## 5.2.2 Gaps and Challenges Arising from OGSTEP's Interventions in Strengthening Agri-Food Value Chains

All the agricultural KII and FGD participants (100%) agreed that the roles of the off-takers (buyers) in the value chain development were not properly defined, especially in terms of investments, price stability and sustainable relationships with aggregated farmers (producers).

The VCDFs strongly believed that off-takers should have been co-opted into making financial investments (i.e. advance payments) into the farmers' commodity production and that such financial investment arrangement should have been formalized in the MoUs/contracts signed by the farmers and the off-takers. All the participants reported that the pre-agreed or indexed pricing mechanisms – fixed prices, floor prices, etc – designed to protect both farmers and off-takers from volatile market price swings and put in the MoUs/contracts generated a lot of concerns from both the farmers and the off-takers. All the 8 VCDFs noted that most farmers refused to sign the MoUs/contracts, when the fixed price clause was put in them. The farmers were concerned about what would happen if the prices of commodities “crashed”. The farmers only signed up when the clause of “fixed price” was replaced with the clause of “prevailing price”. Dynamic pricing should be considered in farmers/off-takers contracts.

Another gap noticed by some of the agricultural KII and FGD participants is the issue of payment terms between the farmers and the off-takers. Farmers have been reported to prefer to conduct the off-taking arrangement on a “cash-and-carry” basis, while the off-takers prefer “cash-less” payments. One VCDF managed such stand-off between the farmers and the off-takers by proposing a 5-day waiting period of payment to the aggregated farmers by the concerned off-takers. This issue is thereby proposed for resolution in future off-taking contracts.

All the VCDFs suggested that the off-taking arrangement is better served by involving big industrial players as off-takers. According to them, big off-takers will find it easier to make advance payment investments in the farmers' production, deal with more aggregated farmers and even buy more commodities from the aggregated farmers. All reported that the farming input market in Nigeria is under-developed and the involvement of big off-takers will aid in its development.

Few of the VCDFs and farmers surveyed reported suffer logistical constraints as a challenge. OGSTEP did not engage any logistics service providers in the value chain strengthening, as the issue of logistics was part of the arrangement between the farmers and the off-takers and not directly under the OGSTEP's purview. Some VCDFs reported that issue of logistical movement of harvested products from the aggregated farmers to the off-takers was not properly defined in some MoUs/contracts between famers and off-takers. This missing logistical detail made it difficult for some farmers to move their commodities from farms to the off-takers, as transporters found that the volumes of commodities to be transported by some of the farmers were very low. Logistical issues were compounded by the bad roads linking the farms to the industrial areas in many zones. Plans by OGSTEP to rehabilitate some of these roads (as part of its scope of work) were stepped down by the World Bank. The non-implementation of these roadworks worsened the situation.

The ISP arrangement had other challenges too. Most participants reported the underwhelming under-capacity displayed by the ISPs. One VCDF reported that the mechanization ISPs in its zone were initially overwhelmed by the huge demands for the services, causing much disaffection among the aggregated farmers. Subletting and/or sub-contracting of the mechanization service contract helped to ameliorate the ugly situation. It should be noted that OGSTEP had procured agricultural machineries for the State, which will be managed by the State's Ministry of Agriculture post-OGSTEP in their quest to maintain the agricultural value chain already developed.

Some participants complained about the lack of quality control processes in the supply of farming inputs by the ISPs. Some ISPs were reported to have supplied poor quality farming inputs, especially cassava stems and fertilizers. Fertilizers and agro-chemical products that have been banned globally due to their injurious/poisonous nature were reported to have been supplied by some ISPs. Fortunately, these "bad" supplies were detected in time by VCDFs and PIU's subject matter experts who insisted on the replacement of the defective supplies by the ISPs before they got paid.

All the VCDFs and farmers surveyed reported that bureaucratic delays in the payment of matching grants, renewal of contracts of the VCDFs and ISPs, approval of off-taker's MoU/contract template/draft led to late seasonal planting of value products or no planting of value products at all in the early years of interventions. Particularly affected were fertilizer supply – fertilizer application is time specific and the delay affected the crop farmers

greatly, a reported. Many farmers claimed to have suffered huge crop losses. Planting seasons were lost. Operational procedures were affected.

All the VCDFs complained about the processes of the OGSTEP's model of aggregating farmers into groups and clusters. All claimed that the processes involved in the group formation were laborious and time consuming. Three VCDFs expressed fear about the future of the aggregated farmers. According to them, when the aggregation commenced, so many farmers expressed disinterest in the arrangement, only for them to show interest when the matching grant model was initiated after persistent advocacy. It has been noticed that such aggregation done during OGSTEP has ended up in the creation of groups and clusters of farmers that have shown signs of opportunism and benefit dependency – typical attributes of groups/clusters that will most likely dissolve and ungroup after OGSTEP's expiration and stoppage of financial benefits derivable from OGSTEP's matching grants.

Other gaps apparently existed.

All VCDFs also commented on the inability of most farmers, especially crop farmers to raise the matching grants required for farming input service provision. One commented on the lack of plough-able lands for farming as a challenge for most farmers too. Two commented on lingering farmers-herders conflict that occurred in their zones. They believed that not enough due diligence was done by the farmers and VCDFs to ascertain whether the hectares of lands to be intervened in by OGSTEP were located along the herders' routes or not. All the KII and FGD participants also believed that construction of agro-logistics markets is a missing link in the OGSTEP's value chain model, which needs to be looked into.

### **5.2.3 Long-term Sustainability of OGSTEP's Interventions in Strengthening Agri-Food Value Chains**

All the agricultural KII and FGD participants agree that value chain model in Ogun State must be institutionalized by the State Government and Legislature. The institutionalization must involve the following:

- Minimization of government's intervention in agriculture. Participants believe that government interventions in agriculture will crowd out and scare private investors away from value-chain investments. VCDFs ask that the government should just

facilitate and ensure an enabling environment for private investors i.e., private sector/market driven. One VCDF commented:

***“If manufacturing industries in Ogun State can be incentivized to ensure their development, why not do the same for agriculture?”***

Government bodies and development partners should be encouraged the use of off-take agreements within their agricultural development schemes to boost food security and economic growth. An example to follow is the Central Bank of Nigeria and its AADS guidelines. Ogun State is right now creating an institutional link

- Government needs to de-risk the value chain model in the state in order to attract private investors. A VCDF commented that the establishment of a Third - Party Credit Guarantee can serve as collateral, making it easier for farmers to access institutional credit, loans, quality inputs from financial institutions or the off-taker itself. Another VCDF suggested a Value Chain Equity Fund (VCEF) i.e., 10% fee as retained profit to kept in an equity as savings for future financial obligation. The VCDF claimed that some farmers in its zone have embarked on this.
- De-risking the value chain processes will attract big investors. De-risking can also minimize or eliminate monopsony risk. A monopsony is a market structure where there is only one buyer for a particular good or service, giving that buyer significant power to drive down prices or wages paid to many sellers. This risk may arise when farmers become overly dependent on a single off-taker, thus creating potential power imbalances. Insurance bonds can help too.
- Sustainability of the OGSTEP's value-chain arrangement can be further ensured if the Ogun State Government institutionalizes easier access to finance and inputs, according to the participants. Ogun State had already aligned with the Lagos State government's NGN500billion "Produce-for-Lagos Off-Taker Guarantee Fund" launched in July 2025 in partnership with the private sector to provide working capital for farmers, demonstrating a growing recognition of off-take systems at that state level.
- The Government should leverage on the existing dynamics that have naturally formed between the aggregated farmers and the VCDFs and ISPs, according to some participants. Government should encourage the aggregated groups/clusters to form cooperative associations; continue aggregation for the possible next intervention;

maintain relationship with off-takers and ISPs. Right now, evidences have shown that farmers are now negotiating directly with ISPs themselves, after the exits of the VCDF. In some zones, ISPs of fish-feed and fertilizers have kept supplying the farmers as the farmers have seen the benefit in buying farming inputs in bulk, a phenomenon made possible by the aggregation of the farmers. Government can institutionalize robust dispute resolution mechanisms, fair pricing that reflects market dynamics, good governance and clear contract design to protect all parties.

### 5.3 Findings on OGSTEP's Interventions in Upgrading Skills

Klls and FCD participants were asked about the impacts (positive or negative) of the interventions of the OGSTEP in the upgrading of formal and informal skills as well as the improvement of STEM education in Ogun State; gaps and challenges noticed and their recommendations for overcoming those challenges and/or bridging those gaps; and their recommendations for the long-term sustainability of those interventions. The following subsections include their responses grouped by themes, as well as our findings from the qualitative survey.

#### 5.3.1 Impacts of OGSTEP's Interventions in Upgrading Skills – Technical and Vocational Education

All the 25 KII and 593 FGD participants agreed that there have been “very, very good” to “very great” impacts from OGSTEP interventions in the upgrading of TVET skills in Ogun State. All (100%) agreed that the interventions probably saved technical and vocational training from extinction, as TVET in Ogun State had become so moribund by the time of the commencement of intervention in November 2024.

All the 8 Technical Colleges in the State reported that the number of enrollments of new students have substantially increased in their schools in 2025, compared to 2024, the year the interventions commenced. One Technical College reported that **enrollment of Year 1 students increased from 80 in 2024 to 230 in 2025 and counting, an increment of about 300%**. Increments in enrollment of students vary from 127% to 300% in all the TVET schools. About 70% of the participants speculated that the rehabilitation of existing hostels and construction of new hostels by OGSTEP probably encouraged the higher enrollment, as new students are encouraged to enroll due to availability of hostel accommodation. Some of

these students come to schools from towns and cities located 100 – 200km from the school locations.

All colleges also noted that there have been sizeable increments in the enrollment of female students – with increments ranging from 75% to 200%. Noteworthy is the report by at least 5 Technical Colleges that there have been increments in the enrollment of female students in engineering crafts (electrical installations, welding and fabrication, foundry technology, plumbing and pipe-fitting, blockmaking and concreting, HVAC installations), apart from traditional “female” courses (i.e. hotel, catering and hospitality, garment-making, etc.).

All the participants (principals, instructors, students) acknowledged massive infrastructural improvements in all the technical colleges in the state involving rehabilitation of existing buildings and construction of new buildings. One GTC admitted the construction of 22 buildings within its ground, a development so impactful to the entire college population. One student commented thus:

***“Before OGSTEP interventions, we students were mentally unstable. We just could not concentrate on learning due to the poor state of facilities. Now, after OGSTEP intervened, we are no mentally stable”***

Another student commented:

***“Before OGSTEP interventions, we didn’t have toilets in this college. We openly defecated in the fields around the college. Now, after OGSTEP intervened and provided toilets all over the school, we no longer defecate openly on the college’s grounds”***

Also acknowledged are the pending impacts of the modern equipment expected to be supplied to all GTCs in Ogun State by December 2025. All GTCs reported that the existing equipment in the colleges are damaged, moribund, out-of-date and unfit for modern TVET curriculum.

All the GTCs admitted that new curricula were developed for all the TVET courses offered by these colleges. All also reported that the improved curriculum development now

encourages entrepreneurship and self-employment and can certainly be counted among the impacts.

To be counted as impact also, notably, is the introduction of courses in aviation and aeronautical technology in one of the GTCs, the first of its kind in Nigeria. GTC Ilara-Remo is introducing 3-year courses in aviation and aeronautical technology, leveraging on its locational closeness to the newly opened Gateway International Airport. OGSTEP has procured the necessary equipment in aviation technology which are expected to be installed in the college by December 2025. It is expected that training will start thereafter and a new generation of aviation technicians will be produced as a result of this OGSTEP intervention in the upgrade of TVET skills in Ogun State. With the improved facilities and new curricula development, one GTC commented that it is now possible for the GTCs in Ogun State to seek and acquire accreditation of the TVET courses by NABTEB.

The female FGD participant mentioned one peculiar impact – positive state of mind. They claim that this psychological condition arises from the fact that the administrative blocks constructed for all the 8 GTCs contained creche facilities for college staff babies and kindergarten. These babies and young children receive care in these facilities while their mothers (and fathers, in some cases) are working within the school premises. The GTCs reported that having creches in the colleges has led to increased employee morale, loyalty, and productivity, while also boosting the colleges' ability to attract and retain talent. For these GTC's employees, it reduces stress and worry about childcare, lowers the cost of childcare, improves work-life balance, and lead to a more positive and collaborative work environment. GTC principals have reported lower absenteeism and tardiness.

GTC instructors and teachers also mentioned that impacts that the ergonomically enhanced equipment supplied by OGSTEP have had on their psychological and physiological well-being. Mentioned particularly by about 90% of the instructors is the use of projectors in teaching. With projectors, instructors now teach without using the archaic blackboard and chalk. According to these instructors, this has reduced health issues caused by chalk dust. The fine dust produced by chalk can be inhaled, which irritates the respiratory system and can cause or trigger coughing, wheezing, shortness of breath, and asthma attacks, particularly in people with pre-existing conditions. Using chalk also results into **mess and cleanliness**, with chalk dust settling on the board, surrounding furniture, the floor,

clothing, and the user's hands, making it a messy medium that requires frequent and thorough cleaning with damp cloths. The instructors admitted that stress and strain of writing, injuries like carpal tunnel syndrome are greatly reduced and their overall well-being and performance greatly improved. One GTC's instructor stated, inter alia:

***“OGSTEP interventions have taken technical and vocational education in Ogun State from the Stone Age to the Renaissance Age”***

Another major impact suffices to be mentioned – the sheer volume of capacity building programs and trainings attended by principals, instructors and teachers of GTCs. All the KII participants and majority of the teachers and instructors in the FGD confirmed attending 10 – 20 different capacity building programs and trainings, all paid for by OGSTEP. Principals of GTCs admitted attending and getting certified in courses like IQA, QAA, QAM, RPL, etc. Some attended 4 weeks “Dual Vocational Training” courses in Germany under the auspices of OGSTEP and GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), Germany's leading development agency. Instructors were sent on industrial attachment during the long holidays, attached to relevant industries in Ogun State. The attachments are for 3 months and 6 weeks respectively. The instructors reported individual knowledge improvement, practical industry exposure and competency-based training.

Ogun State TVET teachers are probably the most highly trained in Nigeria.

### **5.3.1.1 Gaps and Challenges Arising from OGSTEP's Interventions in Upgrading TVET Skills**

Finding shows that the higher enrollment in technical colleges after OGSTEP interventions has led to shortages of classrooms to accommodate those new entrants as well as shortages in teachers and instructors to teach them. These shortages were exacerbated by the “disarticulation” policy of the Federal Government of Nigeria. Introduced in 2023, the policy directed that Government Science and Technical Colleges in Nigeria be split or disarticulated into 2 separate schools – Government Technical Colleges (GTCs) and Government Science Colleges (GSCs). Ogun State has started implementing the policy since 2024. GTCs have complained that the disarticulation policy has led to disproportionate sharing of classrooms and teachers/instructors in some erstwhile GSTCs in Ogun State. According to some GTCs, more classrooms, technical instructors and general

education teachers – biology, chemistry and physics teachers – are now desperately needed in GTCs as many of these teachers have been allocated to GSCs. 3 GTCs admitted that they are managing the shortage situation by sharing these teachers with the GSCs. The shortage is worse in GSTCs where there is no synergies between the management teams of the GTCs and GSCs.

About 70% of the participants noted the lack of interventions by OGSTEP in the existing recreational facilities available in the technical colleges (renovation) or in its potentials (construction). The teachers argued that sports play a vital role in the physical and mental well-being of the TVET students and should have been considered during the interventions by OGSTEP, especially during the landscaping works executed in some of the technical colleges. They ask if this shortcoming can be looked into.

Half of the GTCs reported the lack of hostel accommodation has discouraged higher number of enrollments in their schools. They strongly believe that having hostel facilities will encourage more students coming from nearby and distant towns and cities to enroll in their schools for courses particularly peculiar to their schools.

### **5.3.1.2 Sustainability of OGSTEP's Interventions in Upgrading TVET Skills**

100% of the KII participants strongly believe that OGSTEP's interventions in TVET are likely to be sustained in the long term. All believe that one way of sustaining the investments is allowing the colleges to commercialize their services. Technical colleges will have the modern equipment to support activities in engineering crafts – electrical installations, mechanical installations, welding and fabrications, HVAC, etc. If allowed, technical colleges would open up their workshops to external practitioners who could come to those workshops and make use of those equipment for fees. While the fees will be eventually paid to the State, a percentage of the fee (say 20 - 25%) can be retained in the college for running costs to maintain and service the investments. One GTC principal explained that the town in which the college is situated suffers from chronic electric power supply, making it virtually difficult for technicians and artisans to operate. Such a situation makes it possible for the college to offer its workshops (with electric power assured due to the solarization of the college) to welders, tailors & garment makers, carpenters, etc in the town for commercial use. Another GTC hinted that it can offer its industrial auto-diagnostic equipment for hire to any motorists and auto-mechanics in its zone and for fees. The GTC

confirmed that auto-diagnosis service is not available its own political zones at present and motorists have to travel to Abeokuta or Lagos for such services. Thus, it is believed that there is a market for the college's services in that zone.

All the GTCs that their recently built and equipped ICT Centres can be offered for fees to JAMB and/or other examination bodies for use as computer-based testing (CBT) centres. Part of the funds generated may be retained in the colleges for running and maintenance of the colleges' operations.

All GTCs also admitted that they have introduced short term courses (STCs) (of 3 to 6 months duration) for working artisans and technicians to attend in order to brush up their skills for fees. They strongly believe percentage of the fees generated from payments for these short-term courses can be retained for the running and maintenance of the schools.

All GTCs also insisted they can practice self-maintenance of the OGSTEP investments. 6 of the GTCs explained that the colleges' Carpentry and Joinery, Welding and Fabrication, Electrical Installations, Plumbing and Pipefitting units are capable of maintaining the infrastructures and equipment that OGSTEP acquired for the TVET colleges.

### 5.3.2 Impacts of OGSTEP's Interventions in Upgrading Skills – STEM Education

All the 18 KII and over 300 FGD participants agreed that there have been “very good” to “great” impacts from OGSTEP interventions in the upgrading of STEM Education in Ogun State. All (100%) agreed that the interventions may have saved STEM education from total collapse, as STEM education in Ogun State had become so moribund by the time of the commencement of intervention in November 2024.

Most of the 236 selected flagship and/or flagship schools surveyed reported that the number of enrollments of new STEM students have substantially increased in their schools in 2025, compared to 2024, the year the interventions commenced. One secondary school principal commented that **enrollment of SSS 1 STEM students increased by over 50% from 2024 till date**. Increments in enrollment of students vary from 35% to 100% in all the aforementioned flagship and/or public schools.

All colleges also stated that there have been notable increments in the enrollment of female students – with increments ranging from 25% to 60%. More than half of the principals surveyed reported increased enrollment in STEM courses by the female students.

All the participants (principals, teachers, students) acknowledged massive infrastructural improvements in all the science laboratories in their schools involving rehabilitation of existing ones and construction of new ones. Also acknowledged are the impacts of the modern STEM equipment installed in all the 236 secondary schools. All the schools surveyed reported that the former STEM equipment in the schools were either non-existent, damaged, moribund, out-of-date and unfit for modern STEM curriculum.

All the schools admitted that revised STEM syllabus was developed for all the STEM courses offered in the State. All also reported that the improved curriculum development now offers numerous benefits, primarily by moving away from rote memorization toward **hands-on, project-based learning** and the application of knowledge to real-world problems. This approach is designed to equip students with the skills needed for success in the 21st century workforce and daily life.

Just like the TVET instructors, STEM teachers also mentioned that impacts that the ergonomically enhanced equipment supplied by OGSTEP have had on their psychological and physiological well-being. Mentioned particularly by over 80% of the instructors is the use of projectors in teaching. With projectors, instructors now teach without using the archaic blackboard and chalk. The instructors admitted that stress and strain of writing are largely reduced and their overall well-being and performance greatly improved.

Another major impact suffices to be mentioned – the sheer volume of capacity building programs and trainings attended by STEM teachers of secondary schools. Over 80% of the FGD participants confirmed attending not less than 5 different capacity building programs and trainings, all paid for by OGSTEP. These teachers admitted attending training courses in Mathematics Clinic Initiative, 2 training phases of Progressive Mathematics Initiative-Progressive Science Initiative (PMI-PSI) (modified and developed for Ogun State by the New Jersey Center for Teaching and Learning in the United States of America and attended by 750 STEM teachers), etc.

The teachers surveyed reported knowledge improvement for themselves and their students.

One STEM teacher noted that:

***“I learn that teaching should be done from simple to complex topics and that STEM students should be taught from what they are familiar with to the unfamiliar. The PMI-PSI trainings have certainly changed my orientation and mindset in teaching”.***

Another STEM teacher commented that:

***“I learn that teaching of science subjects should be participatory and should take a turn from teacher centred to student centred teaching methods. The PMI-PSI trainings have taught us that the STEM classroom is to be arranged to encourage interaction between teachers and learners. While the teacher does 25percent of the talking, he is to allow the students to do the remaining 75percent. This is a far cry from what we used to do in the past in which the teacher stays in front of the class to teach”.***

It could now be reasonably argued that Ogun State STEM teachers are probably the best and most highly trained in Nigeria right now.

### **5.3.2.2 Gaps and Challenges Arising from OGSTEP's Interventions in Upgrading STEM Education**

Finding shows that the higher enrollment in technical colleges after OGSTEP interventions has led to shortages of teachers to teach them. According to some STEM teachers, more STEM teachers – biology, chemistry and physics teachers – are now desperately needed in these secondary schools. Existing teachers are often overworked and underpaid, which may contribute to low morale and high attrition rates, with many seeking better opportunities elsewhere.

About 60% of the participants noted the lack of interventions by OGSTEP in the existing secondary schools in the rural areas. According to them, all of these secondary schools in the rural areas struggle with poor or no electricity and internet access. This limits the integration of technology and access to online learning platforms, which are crucial for modern STEM education.

About 30% of the FGD participants also commented on the apparent lack of sensitization on the aspect of gender inequality in STEM education by OGSTEP in the existing secondary schools in the states. According to them, Cultural beliefs, early marriage, gender stereotypes, lack of role models and lack of awareness about the breadth of STEM careers often discourage girls from pursuing these fields. Many students and parents also have a limited understanding of the opportunities that STEM education can provide beyond traditional roles, those teachers reasoned. Sustained sensitization would have ameliorated these challenges.

### 5.3.1.2 Sustainability of OGSTEP's Interventions in Upgrading STEM Education

100% of the KII participants and about 70% of the FGD participants strongly agree that OGSTEP's interventions in STEM education are likely to be sustained in the long term if the following steps are implemented.

- **Continuous Professional Development for STEM teachers.** The participants agree that STEM education in Ogun State will be sustained if the Government continues to implement ongoing, consistent training for teachers on new technologies and teaching methodologies like problem-based learning to keep their skills up-to-date. They recommend specialized trainings (i.e. application of activity-based materials and psychological approaches to teaching), to further improve teacher effectiveness across all STEM subjects.
- **Regular Updating of Curriculum.** The participants contended regular updating of the curriculum of STEM education in Ogun State will ensure sustainability. They recommend that the curriculum be harmonized with international benchmarks and industry needs, focusing on student-centered learning and practical applications.
- **Promotion of STEM Careers.** The participants encourage the Government to increase awareness of the wide range of STEM career opportunities available by exposing students to real-world STEM professionals through partnerships and projects. Furthermore, they advise that STEM education should be connected to the local communities by solving local problems, such as water scarcity or unreliable electricity, to make the learning relevant and engaging for students. Schools should invite STEM professionals to talk to students. Career fairs, workshops, and open days at

tech hubs can help students and parents understand how STEM leads to real jobs and business opportunities. Media campaigns on radio, TV, and social media can also spread this message.

- **Provision of financial support.** The participants advise that scholarships and sponsorships should be offered to help students from low-income families overcome financial barriers to accessing education and learning materials. According to these participants, sending children to school for many Ogun State families itself is a struggle. Buying STEM learning materials, paying school fees, or accessing digital tools may not be possible for families who are struggling to survive. This keeps many talented young people out of the STEM pipeline. Government programs that provide free education, free learning materials, and scholarships for STEM can make a huge difference.
- **Overcoming Language and Learning Barriers.** Few of the participants (10%) argue that because STEM education in Nigeria is in English, students in rural areas who are more comfortable with their local languages may struggle to understand. Also, some STEM concepts are taught in very difficult ways that confuse students instead of helping them. Therefore, they suggest that learning materials and methods should be simplified. Some resources can be translated into major Nigerian languages.

### 5.3.3 Impacts of OGSTEP's Interventions in Upgrading Skills – Community Based Skills Training

All the 105 FGD participants surveyed over the community-based skills training agreed that there have been “good” to “very, very good” impacts from OGSTEP interventions in the community-based skills training in Ogun State. All the participants are Training Service Providers (TSP).

Over 39,000 beneficiaries have been trained in the community-based skills training schemes. At present, about 9,000 of them are pursuing the Nigerian National Skills Qualification (NSQ) certificate qualifications. NSQ is a national and international acceptable certificate that gives the recipient opportunity to get employment anywhere in world without stress.

NSQ is a work related, competence-based qualification with skills assessed at both the training centre and workplace. NSQs are qualifications that show an understanding of the theory of the work in progress and also the competency of the individuals as evidenced in

their specific job role issued by a recognized Awarding Body (AB). They reflect the skills and knowledge needed to do the job effectively and reward trainee for the skills already had. NSQs are about practical performance as well as knowledge and understanding; sector specific set by the industry themselves. Employees can be trained and assessed at their normal place of work or completed as a standalone qualification.

Ogun State has become the first and only state in Nigeria to be granted licence by the National Board for Technical Education (NBTE) to operate as a National Skills Qualifications (NSQ) Awarding Body.

In addition, Ogun State Government also established three integrated job centres and work hubs in each of the three senatorial districts in the state i.e., Abeokuta, Ijebu Ode and Ota. OGSTEP funded the rehabilitation and equipping of the work-hubs, while it was responsible only for the roofing of the 3 job-centers. The equipping of the job-centers was through donations by GIZ.

Traditionally, work hubs are shared physical locations or co-working spaces offering tools and equipment of the trades for freelancing artisans, start-ups and other workers. Artisans, ex-trainees, etc. can bring their works to these hubs, make use of the offered tools of their trade for short periods at affordable fees and leave with finished products. However, at Ogun State, artisans make use of these hubs **FREE OF CHARGE** – at no cost. One of the work hubs reported usages by 10 artisans within a 3 months period, This suggested arrangement will lessen the damaging effect of the lack of equipment affecting the trainees.

All the 145 TSPs reported that the number of enrollments of new trainees have substantially increased in their training institutions in 2024 and 2025, compared to the pre-OGSTEP years. One TSP commented that **enrollment of new trainees increased from a combined total of 106 trainees between 2013 and 2023 to 96 in 2024 and 2025 i.e., from average of 11 trainees (2013 - 2023) per year to 48 trainees per year (2024-2025)**. Another reported an increment from 3 trainees in 3 years pre-OGSTEP to 47 trainees in 2024-2025 alone. Others reported Increments in enrollment of trainees varying from 500% to 5000% in their training institutions.

All TSPs confirmed that they derived economic/financial benefits from the community-based skills training service provisions. All reported that the increased earnings from higher enrollment figures have led to infrastructural improvements of their training schools,

acquisition of more equipment and machineries, introduction of more courses and syllabuses, modern training methods, etc. One TSP stated that the number of training PCs increased from 2 pre-OGSTEP to 23PCs presently. Another reported an increase from 5PCs pre-OGSTEP to 23PCs presently and having routers with capability to host 52 PCs.

The TSPs surveyed all confirmed that trainees benefitted from the trainings too. One of the TSPs that is affiliated to a university confirmed that 5 of its community-based skills ex-trainees have secured admissions to degree programs in that university. Another confirmed that 4 ex-trainees have been employed in Abuja as web content creators for politicians. Most TSPs confirmed having ex-trainees that have become self-employed entrepreneurs, leveraging on the entrepreneurship trainings incorporated in the community-based skills training program. These ex-trainees have all registered their businesses with Corporate Affairs Commission (CAC) in Abuja.

One ex-trainee commented

***“I went from computer illiteracy to a computer programmer within six months”.***

The rural communities were not left out. Literacy and Business Development TSPs were engaged and dispatched to the rural areas for rural community-based skills and literacy trainings. Farmers and other rural residents were trained on-site

### **5.3.3.1 Gaps and Challenges Arising from OGSTEP’s Interventions in Community-Based Skills Training**

Finding shows that the lack of tools and equipment for trainees to use after their trainings is a major challenge. According to some TSPs, some trainees abandoned their trainings after realizing that the possibility of being empowered with tools of the trades by the government or others is very slim. Some reported that even the ex-trainees presently self-employed use the TSPs’ equipment regularly on a temporary basis to execute their works.

One TSP noted that there may be a loss in investments for the TSPs, if the OGSTEP interventions are stopped at the project deadline on December 30, 2025 and no alternatives are provided by the Ogun State Government to replace OGSTEP.

**Tobilola, A**, Female, 37 years of age. A quantity surveyor by training and with a lifetime interest in bricklaying, she attended a “Bricklaying and Concreting” short term course at the Government Technical College, Isabo.

She learnt about the STC from a friend and she registered for the 6 months course. She attended classes for the theoretical lessons for 3 months and she thereafter attended 3 months practical training with a contractor in Abeokuta, Ogun State.

She was interviewed for the IA survey while undergoing trade testing – assessment by direct observation – at the GTC, Isabo. Her first assessor rated her “Very Good” in his assessment. The second assessor rated her “Performed beyond Expectation”. She has since passed Level 1 of the course and she is looking forward to attending Levels 2 and 3 in the nearest future

**Olubunmi, A**, Female, 33 years of age. A real estate marketer by training and with a lifetime interest in bricklaying, she attended a “Bricklaying and Concreting” short term course at the Government Technical College, Isabo.

She was in Abeokuta on a short stay and learnt about the OSF ‘s arrangement for the STC and registered for the 6 months course. She attended classes for the theoretical lessons for 3 months and she thereafter attended 3 months practical training with a contractor in Abeokuta, Ogun Stat.

She was interviewed for the IA survey while undergoing trade testing – assessment by direct observation – at the GTC, Isabo. Her first assessor rated her “Very Good” in his assessment. The second assessor rated her “Excellent”. She has since passed Level 1 of the course and she is looking forward to attending Levels 2 and 3 in the nearest future



About 90% of the TSPs commented on the training course durations for some of the skilled trades. They argue that the standardized 3 months duration is not suitable enough for trades like leather-making, ICT/Multimedia, etc. Leather-making TSPs insists that specialization is required for their profession and trying to combine trainings in those specializations into a 3 months course duration is not suitable to impart comprehensive skills effectively.

Power supply is also a challenge, according to the TSPs. TSPs use equipment that rely on electric power and the power supply situation in many areas in Ogun State is erratic and vey unreliable.

50% of the TSPs surveyed complained that the number of supervision visits conducted on the trainees by OGSTEP were inadequate. They believe that this insufficient follow-up on the trainees may lead to failure to track their progress or provide ongoing support, leading to a dilution of intended outcomes. They also contend that inadequate supervision visits may lead to ineffective evaluation, preventing the accurate measurement of the impact and success of the programs.

Some of the TSPs themselves complained that they would have wanted trainings for themselves too; something like “train the trainers” programs in modern teaching methods, revised curricula, etc, knowledges which they can cascade down in a “top-down” manner to the trainees.

All agree that the Government and OGSTEP did not undertake extensive sensitization on the community- based skills trainings before and after they were commenced by OGSTEP. They based their reasonings on the facts that

- Majority of the TSPs learnt of the programs from informal sources – by words of mouths or tip-off from family or friends
- All the TSPs had to source for trainees by themselves through radio/internet adverts, going to churches and mosques, attending community development associations (CDA) meetings, etc.

They all contended that sensitization is needed to overcome that societal bias that formal academic education is superior to vocational skills, which discourages young people from enrolling in training programs. Some youths may lack the motivation to participate in skills acquisition programs. TSPs claim that OGSTEP performed poorly in the sensitization of the community-based skills training.

### 5.3.3.2 Sustainability of OGSTEP's Interventions in Community-Based Skills Training

100% of the KII participants and about 70% of the FGD participants strongly agree that OGSTEP's interventions in community-based skills training are likely to be sustained in the long term if the following steps are implemented.

- **Creation of more Work Hubs/Job centers.** The participants suggest that if the government does not want to provide tools directly to the trainee/graduates of these community-based skills training, then Ogun State government should set up more "work hubs/ job centers", apart from the 3 already established at Abeokuta, Ijebu Ode and Ota.
- **Align training with market needs.** The FGD participants advise that the existing community-based skills training be modified to further collaborate with local businesses to identify and teach high-demand skills, ensuring graduates are employable. The training should further integrate entrepreneurship, equipping participants with the knowledge to start their own businesses, not just be employees. There should be more focus on practical skills, prioritizing hands-on training in areas like technology, agriculture, and craftsmanship.
- **Government should provide ongoing support:** The Ogun State Government should continue to offer post-training support such as mentorship, job placement services, and assistance with setting up businesses for these trainees, post OGSTEP. Already, OSF training officers are conducting trainings at the 3 job centres and all are having linkages with the industries. Education officers from the State's MoEST are presently operating the 3 work-hubs/job centres at Abeokuta, Ijebu Ode and Ota and it is easy for them to continue operations post-OGSTEP. Should the OGSTEP's sector technical teams depart at project completion date of December 31, 2025, these education officers are poised to take over the operations post OGSTEP.

One TSP further suggested that swamps and flooded lands scattered all over Ogun State should be offered and allocated by the government to aquaculture trainees for development into fish-ponds, hereby turning those swamps from waste lands into money generating ventures.

- **Increase sensitization of the public about community-based skills training:** The participants urge the government to involve local and religious leaders to raise awareness and encourage participation in training programs. The sensitization will foster a mindset that values both profit and purpose, encouraging participants to see training as a path to both economic and social impact.
- **Continued funding of community-based skills training schemes:** One of the stakeholders urge the government to continue to provide funding for community-based training (with the work hubs/job centers) as line items in the State's annual budget for education. Also, the passage of the Ogun State Education and Skills Trust Fund Bill will help immensely as the Bill requires that 20% of the Fund be reserved from community-based skills training. The State also can access funding for community-based skills training by applying for grants from TETFUND at the Federal level. 5% of the Federal Government's TETFUND is devoted to informal and formal trainings.

#### **5.4 Findings on OGSTEP's Interventions in Improving Business Enabling Environment.**

7 KIs were conducted on the impacts (positive or negative) of the interventions of the OGSTEP in the improvement of business enabling environment in Ogun State; gaps and challenges noticed and their recommendations for overcoming those challenges and/or bridging those gaps; and their recommendations for the long-term sustainability of those interventions. The following subsections include their responses grouped by themes, as well as our findings from the qualitative survey.

##### **5.4.1 Impacts of OGSTEP's Interventions in Improving Business Enabling Environment**

All the KI participants agreed that there have been "good" to "very great" impacts from OGSTEP interventions in the improvement of business enabling environment in Ogun State. All agreed that the interventions by OGSTEP in the set of policies, institutions, regulations, infrastructure, and services that allow businesses to start, develop, and thrive in Ogun State have helped positively in the overall business climate created by these factors, leading to the creation of a friendlier, more efficient, and less cumbersome business climate.

All the KIs pointed to measurable key performance indicators (KPIs) which highlight the positive impacts of OGSTEP's interventions. Table 5.1 highlights some of the impacts.

15000 CofOs have been issued so far in the State, with backlogs even cleared after OGSTEP's investments in the Ogun State Land Administration and Revenue Management Systems (OLARMS) web application portal. Issuance of the CofOs is now faster, been able to start and finish the processes for the issuance in 30days. The processes are also faster due to the elimination of the human-interaction factors. Applications and payments are now made online without the need to visit the Ministry of Physical Planning at Abeokuta or any

**Table 5.1 – KPIs Measuring Impacts of OGSTEP Interventions in Improving Business Enabling Environment of Ogun State**

Processes	Interventions by OGSTEP	Impacts of OGSTEP Interventions	
		Pre-OGSTEP	Post-OGSTEP
Acquisition of Certificate of Occupancy (CofO)	Payment for Ogun State Land Administration and Revenue Management Systems (OLARMS) web portal, equipment and maintenance	<b>98 days</b> from start to finish. Pending applications <b>5 - 10 years old.</b>	<b>30 days</b> from start to finish
Acquisition of Construction Permits, etc		<b>51 days</b> from start to finish. Pending applications 5 -10 years old.	<b>7 days</b> from start to finish (residential). 14 days from start to finish (commercial).
Tax payments, issuance of tax clearance	Payment for Ogun State Internal Revenue Service (OGIRS) web portal, equipment and maintenance	<b>2 days</b> from payment to receipts	<b>2 minutes</b> from payment to receipts

of its zonal offices. Tax payments or any other forms of payment are now done online, taking just 2 minutes, unlike pre-OGSTEP years when it was taking 2 days from payment to receipt issuance.

Fiduciary accountability is now enhanced as payment is made online through the web portal straight into government coffer. One participant commented that:

***“The OLARM system has ensured speed, efficiency, transparency and accountability which were missing before OGSTEP’s interventions. Bureaucratic delays caused by human interactions have been eliminated”.***

Another participant commented that:

***“Our Bureau used to be the worst in terms of money generation for the State. Before the creation of OLARMS portal, we generated zero funds for the State. But after OGSTEP’s investment in OLARMS, we generated the 2<sup>nd</sup> highest funds for the State out of all the MDAs in 2024”.***

2 of the KII participants commented on how the State's business enabling environment is now being operated on private sector skillset, which they consider as a very positive impact. They noted that there now exist more dynamic work environments that fosters skills in innovation and adaptability, more challenging work and a culture that emphasizes skills and meritocracy over other criteria.

#### **5.4.2 Gaps and Challenges of OGSTEP’s Interventions in Improving Business Enabling Environment in Ogun State**

All the KII participants confirmed the resistance to these innovative human-interaction-eliminating application web portals by the civil servants in the state, who fear job losses/transfer occurring now that the systems are in place. One of the affected civil servants pointed to the reduction of 50% of the work force in one of the business-enabling - environment (BEE) implementing agencies after OGSTEP interventions. It is possible that the resistance is also caused by the elimination of the human interaction processes in the systems which have greatly reduced corruption hitherto inherent in the system.

Few of the KII participants pointed out that judicial and legal challenges to the firm establishment of a smooth BEE still exist in the state. They stated that a lack of effective and fair judicial due process can be a challenge, especially for resolving business disputes and contract enforcement. Litigations in contract enforcements in the State still takes too long to adjudicate and resolve in the courts.

Few also remarked on the lack of motivation and rewards for the personnel running the new BEE systems. They claimed that many of the personnel still require hand-holding, which is best expressed through capacity building, training and retraining programs in the process of strengthening these personnel's abilities, skills, and resources to achieve goals and perform effectively. Continuous systems development and further development of new skills to become more resilient, adaptable, and self-sufficient are missing, according to the KII participants.

All complained bitterly about the proposed rehabilitation of the Land Administration Complex activity which was stepped down by the World Bank in January 2025. They believe that, had the Complex been fully rehabilitated, it would have done so much for land administration processes in the State. According to them, land administration offices are decentralized all over Abeokuta and that all these offices would have been centralized in one place – the abortive Land Administration Complex – for effective management.

#### **5.4.3 Sustainability of OGSTEP's Interventions in Improving Business Enabling Environment in Ogun State**

All the KII participants suggested that, since many of the MDAs involve in BEE implementation are now generating funds from their activities to the state, the government should allow parts of the funds generated to be retained in the MDAs for rewards and motivation of the staff as well as for maintenance of the web portals, equipment, internet subscription, etc. They strongly believe that this singular action will go a long way in the sustainability of these interventions. A participant made the following remark:

***“As long as the process give value, it can self-sustain itself”.***

The participants all noted that the completion of the Land Administration complex should be prioritized by the State Government in the 2026 to facilitate effective management of land resources in the State. All appealed that Ogun State Government should probably complete the rehabilitation of the building in the coming years.

All agreed that the institutionalization of the processes will help a lot in sustaining OGSTEP's intervention. One participant suggested that all the BEE processes, especially relating to OLARMS – CofOs, construction permits, etc. – may be codified as amendments to the Ogun State Physical and Urban Planning Law 2022, He acknowledged though that, even though such amendments may be difficult due to the recent enactment of that law, having political will ensure such codifications into law. Two other participants also remarked that it may be necessary for the Ogun State judiciary to review existing key laws that may be related to BEE to promote sustainability and overcome regulatory hurdles; establishment of key agencies by law (i.e., OG-GIS, OGSIPPPA), and development of the legal and institutional framework for PPP and FRILIA, with a focus on improving efficiency and

transparency. A participant particularly commented that a unit should be created out of the Ministry of Physical Planning and solely devoted to issuance of construction permits.

It is also suggested that OgunInvest should develop more strategies to promote inclusive business models that attract impact investors and drive social and economic growth. Such strategies must align with national frameworks like the National Economic Empowerment and Development Strategy (NEEDS) by focusing on the same three pillars: empowerment, economic growth, and good governance. They must also complement national programs designed to promote entrepreneurship and access to finance, such as those run by the Small and Medium Enterprises Development Agency (SMEDAN) and the Presidential Enabling Business Environment Council (PEBEC). PEBEC was established in 2016 to reform the business environment, streamline regulations, embrace digital solutions (by automating key government services for efficiency, accessibility and ease of business) and improve Nigeria's global ranking in the Ease of Doing Business Index. OgunInvest must enact policies specifically designed to address the unique challenges faced by micro, small, and medium enterprises to unlock their full potential.

All the participants emphasize the need for consistent government commitment to BEE reforms. It is stated that ongoing government support is crucial for the sustained implementation of reforms and the creation of a stable, predictable environment for businesses. These include

- **Investment in sustainable infrastructure:** Continued investment in sustainable infrastructure is essential to reduce operational costs and support long-term economic development.
- **Adoption of ESG principles:** Businesses should be encouraged to integrate environmental, social, and governance (ESG) principles into their operations to create positive social and environmental value while remaining profitable.

## **5.5 Findings on OGSTEP's Interventions in Improving in Public Sector Management.**

5 KIIs were conducted on the impacts (positive or negative) of the interventions of the OGSTEP in the improvement of public sector management in Ogun State; gaps and challenges noticed and their recommendations for overcoming those challenges and/or bridging those gaps; and their recommendations for the long-term sustainability of those

interventions. The following subsections include their responses grouped by themes, as well as our findings from the qualitative survey.

### **5.5.1 Impacts of OGSTEP's Interventions in Public Sector Management**

All the KII participants agreed that there have been "good" to "very good" impacts from OGSTEP interventions in the improvement of public sector management in Ogun State. All agreed that the interventions by OGSTEP have been very impactful in tackling financial constraints, institutional weaknesses like poor financial management, corruption, digital literacy and the need for more effective accountability mechanisms in Ogun State.

A participant remarked that procurement activities in the State have been partly automated as the e-Procurement platform is being upgraded. This is expected to promote efficiency and accountability in the procurement processes in the State. Poor internet access and a lack of digital infrastructure had hitherto hindered e-governance and other tech-based reforms, encouraging bureaucratic delays and inefficiencies encouraged by human interaction in the process.

Another participant lauded the increasing closure of digital literacy gaps among civil servants in the state. Despite efforts in e-governance, a lack of digital literacy among some segments of the civil servants and population posed a barrier to participation and access to digital services. Now, an increasing number of civil servants are becoming digitally literate.

### **5.5.2 Gaps and Challenges of OGSTEP's Interventions in Improving Business Enabling Environment in Ogun State**

All the KII participants confirmed the resistance to these innovative human-interaction-eliminating application web portals by the civil servants in the state, who fear job losses/transfer occurring now that the systems are in place. There is often resistance from civil servants who are not adequately trained or engaged, which undermines the effective implementation of systemic changes. It is possible that the resistance is also caused by the elimination of the human interaction processes in the systems which have greatly reduced corruption hitherto inherent in the system. Pervasive corruption, including payroll fraud, and a general lack of accountability undermine public trust and erode resources.

Few of the KII participants pointed out, despite all the ongoing efforts, reforms are still bedeviled and weakened by institutional inefficiencies, weak internal controls in areas like financial management, and a lack of robust mechanisms to enforce policies.

Few also remarked on the lack of motivation and rewards for the personnel running the new BEE systems. They claimed that many of the personnel still require hand-holding, which is best expressed through capacity building, training and retraining programs in the process of strengthening these personnel's abilities, skills, and resources to achieve goals and perform effectively. Continuous systems development and further development of new skills to become more resilient, adaptable, and self-sufficient are missing, according to the KII participants.

Few remarked about what lack of continuity may inflict on the ongoing reforms. They believe that frequent changes in leadership caused by promotions and transfers can lead to a lack of consistency and a loss of institutional memory, causing reforms to stall or be reversed.

One of the participants also noted low citizen participation in the public sector reforms/management. The participant believes these reforms be less effective due to a lack of inclusive engagement with citizens and their input being inadequately considered.

### **5.5.3 Sustainability of OGSTEP's Interventions in Improving Business Enabling Environment in Ogun State**

All the KII participants suggested that the institutionalization of the processes will help a lot in sustaining OGSTEP's intervention. Developing and passing new laws and policies, such as the State Water and Sanitation Policy and the new Water Bill, provides the necessary legal framework for the reforms to be sustained across different administrations. One participant suggested that all the PSR processes, may be codified into laws. The participant believes that establishment of bodies like the Bureau of Public Procurement and the Government Delivery Unit (GDU) has provided a formal structure for effective tracking, coordination, quality assurance, and due process for priority initiatives and that more bodies should be established.

All the participants emphasize the need for consistent government commitment to PSR reforms. It is stated that ongoing government support is crucial for the sustained

implementation of reforms and the creation of a stable, predictable environment for businesses. These include

- **Automation and Digitization:** The state has automated processes like the appointment of Permanent Secretaries, school registration, and land administration through the Ogun State Land Administration and Revenue Management System (OLARMS). The implementation of e-procurement portals across Ministries, Departments, and Agencies (MDAs) has enhanced transparency and efficiency. Government should make similar efforts in other areas of governance, especially financial management
- **Capacity Building:** Reforms in sectors should include human capacity development through local and international training to improve the operational and managerial skills of staff, which ensures the availability of required expertise for sustainable service delivery. It is recommended that senior civil servants with short time left before retirement should not be trained
- **Infrastructure Investment:** Prioritizing critical infrastructure like internet facilities, power supply, etc. creates a conducive environment for economic activities and growth, which in turn supports the long-term viability of other reforms.
- **Private Sector Engagement:** Fostering public-private partnerships and improving the ease of doing business are central to the state's strategy, attracting investment and reducing dependence solely on government resources to drive development and innovation.

## 5.6 Findings on OGSTEP's Interventions in Improving Gender Mainstreaming in Ogun State.

Gender mainstreaming is a global strategy for achieving gender equality by integrating a gender perspective into all stages of policy and project development, implementation, and evaluation. Its goal is to ensure that women's and men's needs, concerns, and experiences are considered equally, so that policies and programs benefit both and do not perpetuate existing inequalities. This approach applies to all areas of government and organizational work, including legislation, budgeting, and project management.

7 KIIs were conducted on the impacts (positive or negative) of the interventions of the OGSTEP in the improvement of gender mainstreaming in Ogun State; gaps and challenges noticed and their recommendations for overcoming those challenges and/or bridging those gaps; and their recommendations for the long-term sustainability of those

interventions. The following subsections include their responses grouped by themes, as well as our findings from the qualitative survey.

### **5.6.1 OGSTEP's Interventions in the Development of Sexual Assaults Referral Centers and Women Development Centres**

#### **5.6.1.1 Impacts of OGSTEP's Interventions in the Development of Sexual Assaults Referral Centers and Women Development Centres**

The survey attempted to 'gender tag' the impacts of the interventions of OGSTEP in the rehabilitation/construction of SARCs and WDCs in Ogun State. "Gender tagging" is the term used to track and categorize projects, programs or expenditures based on their impacts on gender quality.

All the KII participants agreed that there have been "good", "very great" to "tremendous" impacts from OGSTEP interventions in the improvement of gender mainstreaming in Ogun State, especially with regards to the development of SARCs and WDCs. All agreed that the interventions by OGSTEP have put Ogun State in the forefront of gender mainstreaming in Nigeria.

According to the KII participants, before OGSTEP intervention, there were 2 SARCS in Ogun State – one at Sagamu (managed by the Ministry of Women Affairs) and the other at Abeokuta (run by an NGO). But with OGSTEP's interventions, Ogun State now has 3 more SARCS, all managed by the Ministry of Women Affairs. The import of these establishments of SARCS can only be made clear in the following paragraph.

Nigeria, with its 36 states and FCT has 51 state- and NGO- run SARCS in general. Ogun State alone has 5 of the SARCS within its territorial boundaries (about 10%) – 4 state-run SARCS and 1 NGO-run SARC. Obviously, Ogun State is now in the forefront of tackling sexual based violence in Nigeria as well as in the treatment and rehabilitation of the survivors physically, emotionally and economically in Nigeria.

The participants at various times remarked that Ogun State is now in the forefront of tackling sexual based violence in Nigeria is evidenced by the following:

- A working visit by the Federal Minister of Women Affairs and Social Development, Imaan Sulaiman-Ibrahim to Ogun State on September 9<sup>th</sup> 2025, included a tour of the Sexual Assault Referral Centre at Asero Abeokuta. She was accompanied by to the centre by government officials, commissioners from South West States, Civil society representatives, and community stakeholders. She noted that beyond its cultural heritage, Ogun State had proven itself as a **“theatre of learning”** through the implementation of gender mainstreaming projects, stressing that the State's achievements were attracting attention across the country. She further said:

**“The fact that we are joined here today by six Honourable Commissioners from other States on a peer learning visit is a testament to Ogun’s leadership, and to the value of knowledge-sharing in advancing women’s empowerment nationwide”.**

The Ogun State Commissioner for Women Affairs and Social Development, Mrs. Adijat Adeleye backed up the Minister's statement saying:

**“If Ogun State has lit the fire of protection and empowerment, we ask that the Federal Government pour more oil that makes the flame impossible to quench”.**

- At least, one unofficial clandestine visit by an official of a South-West state to assess the operations of one of the SARCs in Ogun State. The official who is the Commissioner of Budget and Economic Planning in his state wrote about his positive impressions in the running of the SARC.
- **Ogun State’s SARC officers had been temporarily deployed to other states in the Federation to train SARC’s officers in those states.** In November 2024, as part of global effort of the 16 Days of Activism Against Gender-Based Violence (GBV) campaign, staff of the Ogun State Assault Referral Centres (SARC) and Gender Officers in the state Ministry of Women Affairs and Social Development have been trained on the necessary skills to manage the centres effectively and provide critical support to survivors of GBV. The five-day training programme as organised by Ogun State

Economic Transformation Project (OGSTEP) in conjunction with the Ministry of Women Affairs and Social Development

Five of the KII participants reported surges in the reporting of number of cases of rape, defilement and domestic violence/intimate partner violence (DV/IPV). One participant reported that in the only State-run SARC existing in the pre-OGSTEP intervention era, only 31 cases were reported between 2021 and 2024. But between 2024 and till date, 151 cases have been reported. Other SARCs have reported number of cases ranging from 16 to 25 in year 2025 alone.

All the participants have noted the great improvement in the infrastructural facilities put in place in the SARCs/WDCs, which they believe conform to world standards.

All the participants also remarked on the success of the sensitization embarked on by the State on GBV and other gender related matters. After visiting 90 schools and sensitizing about 120,000 students, the participants believe that the sensitization campaign (paid for by OGSTEP) has informed, educated and raised awareness of the people of Ogun State to the issues of gender-based violence. One participant re-told the story of an IPV survivor:

***“She was in a taxi somewhere in Kuto, Abeokuta when she heard 2 other passengers discussing the SARC in Asero and what the Centre does. They claimed to have heard about the Centre through the mass sensitization campaign conducted around the State. Being a victim and having heard those details, she decided to come to the Centre to report her experiences”.***

One of the causes of IPV/DV is economic inequality at the homes, where the husbands are the sole providers and feel overwhelmed and frustrated by the burdens of financial responsibility for their families. Such frustrations are unwittingly expressed in physical violence against their wives. This realization formed the basis for the establishment of 2 WDCs in 2 of the 4 SARCs in the State (i.e. at SARC Asero and SARC Ijebu Ode). The WDCs are fully completed and ready, but are yet to start operations due to various reasons i.e. curriculum review, staffing, etc. However, one of the participants reported that there is a **waiting list of 25 survivors who has registered for skill acquisition trainings at one of the WDCs alone.**

### **5.6.1.2 Gaps and Challenges of OGSTEP's Interventions in the Development of Sexual Assaults Referral Centers and Women Development Centres**

All the KII participants admitted that one of the greatest challenges to the smooth running of the SARCs is logistical constraints caused by the lack of transport vehicles. Transport is vital to their operations because of the need to transport survivors to hospitals for medical checks. Only one of the SARCs is located in a hospital. Others are located at distances varying from 200m to 7km to hospitals. Survivors are presently transported to hospitals in tri-wheelers, on motor-bikes or in taxis/buses, which is believed to be uncomfortable and stressful to the survivors and SARC's staff.

Transport is also needed for the SARC's operations as each SARC covers a zone of 5 LGAs which they need to crisscross while attending to matters of sexual assault and violence, police inquiries, court attendances on sexual crimes, etc. Provision of transport to the SARCs is urgently required.

Some of the KII participants complained about the lack of night-time security at the SARCs to protect the survivors staying temporarily in the shelters. Although civil defence officers are assigned to the SARCs for support, their activities are limited to arrest of sexual assault suspects only and not for the security of the SARCs. The civil defense officers also work during the day and not at night. These participants fear that the survivors may be subject to attacks at night by robbers or even sexual assault suspects in their cases who may wish to intimidate them in the quest to avoid justice.

A forensic testing laboratory helps to analyze evidence from crime scenes to help with criminal and civil investigations. It uses various techniques like DNA to identify sexual crime perpetrators and reconstruct events. These labs play a crucial role in the justice system by providing scientific analysis for legal proceedings. All the participants remarked on the incredibly unfortunate fact that there is no DNA forensic testing facilities in the whole of Ogun State, whether public or private. A participant reported that there are plenty of sperm samples collected as evidences of sexual crimes stacked in some of the SARCs untested and unfit for use in the rape and defilement trial cases ongoing in the State.

Lack of dedicated medical personnel attached or assigned to these centres is a major challenge too. Some of the participants reported spending up to 5 - 8 hours in hospitals waiting with survivors before receiving attention from medical personnel. This long waiting

period before receiving medical attention is deleterious to the crime evidentiary analysis as rape medical tests must be conducted generally within 72 hours. Every hour counts, as the sooner the exam is started, the better the chances of collecting viable forensic evidence. Timing is critical for two main reasons.

- **Evidence Collection:** Forensic evidence, such as DNA, degrades quickly and can be lost through normal bodily functions (urinating, bathing, eating, etc.) or simply the passage of time. Most hospitals and sexual assault centers use standardized evidence collection kits, and local protocols generally state that evidence collection is most useful within 72 hours of the assault.
- **Preventative Treatment:** Time-sensitive medical treatments are often provided as a preventative measure:
  - **HIV Prophylaxis (PEP):** Post-exposure prophylaxis (PEP) for HIV is most effective if started within a few hours of the assault and must be initiated within 72 hours (3 days) to work effectively.
  - **STI/Pregnancy Prevention:** While routine tests can identify pre-existing infections or pregnancy, preventative treatment for STIs is typically given empirically (as a precaution) to all patients. Emergency contraception may also be offered.

Some participants reported that some medical doctors are reluctant to attend to the survivors. This is due to the fact that only attending medical doctors working in government hospitals are statutorily permitted to issue medical report that are acceptable and be used in a court of law for prosecution of suspects. However, rape prosecution is notoriously slow and takes years to reach judgement in Nigeria, the physical stresses medical doctors go through while attending court sessions to serve as witnesses discourage them from being involved in sexual assault treatment from the beginning. Court sessions take years and get adjourned countless times.

Justice system barriers constitute a serious challenge, says all the KII participants. Delays in prosecuting cases discourage survivors from seeking formal justice. The state lacks dedicated judges and courts for SGBV cases and a formal witness protection program, creating a complex and often lengthy legal battle for survivors, which impacts the overall effectiveness of the SARC system in achieving justice. There are presently over 20 SGBV court cases ongoing in the State as a result of the SARCs' interventions.

Another challenge identified by the participants is about payment for the treatment of the survivors. While medical consultancy and testing are free for the survivors, other aspects of the medical treatment for survivors are not free. Many of the sexual assault victims are very young and not of working age, indigent or have indigent parents who are unable to pay for these treatments. Who pays these hospital bills, so ask the participants?

The failure to establish WDCs in 2 out of the 4 SARCs is also seen as a gap in OGSTEP's interventions, some of the participants remarked. The existing SARCs and shelters often lack the adequate number of staff needed to serve the population and/or survivors effectively. This limits their ability to provide comprehensive support services to all survivors. Ogun State currently has two non-functional WDCs located in the Asero, Abeokuta and Ijebu-Ode Centres.

#### **5.6.1.3 Sustainability of OGSTEP's Interventions in the Development of Sexual Assaults Referral Centers and Women Development Centres**

100% of the KII participants strongly suggest that OGSTEP's interventions in SARCs/WDCs are likely to be sustained in the long term if the following steps are implemented.

- **Improved Budget Allocation and Execution:** Ogun State through the MoWASD needs to improve the utilization of allocated funds and increase capital expenditure for SARC infrastructure and GBV initiatives. With improved allocations, transportation vehicles will be providable to the SARCs as well as its maintenance. Payments for treatment for indigent sexual assault victims will also be facilitated.
- **Institutionalization of the State's Gender Policy:** While Ogun State should be praised for its domestication of the Violence Against Persons Prohibition (VAPP) Act, there is the need to institutionalize the good lessons learnt from the OGSTEP's interventions in gender mainstreaming in the Ogun State Gender Policy presently being worked on. The Policy already focuses on various initiatives like a stronger policy framework with the federal government, establishing special court considerations for GBV cases, and implementing economic empowerment programs. The state should strive to implement the National Gender Policy as part of effort to curb gender-based violence (GBV), rape and other violent acts against girl-child and women.

- **Increased Government Commitment:** Securing long-term institutional commitment and increased domestic funding from the state government is paramount. Increased domestic funding will facilitate the establishment of at least 1 forensic testing laboratory in one of the general hospitals in the State.
- **Specialized Courts:** Establishing specialized courts and providing dedicated training for judges and legal professionals on handling GBV cases can help expedite the justice process. Ogun State already has specialized court for cultism and another specialized court for juvenile and family. Participants of the KII remarked that there is an urgent need for the establishment of a specialized court for SGBV in order to fast-track rape, defilement and IPV cases. They urge Ogun State Government to quickly work on this matter. The state's Chief Judge has pledged to consider establishing special courts for gender-based violence and related sexual offenses across all judicial divisions to ensure a quick dispensation of justice.
- **Staffing and Support:** While more medical personnel should be seconded from the State Ministry of Health and dedicated to the SARCs, there is a need for appropriate remuneration and continuing capacity building for the team of first responders and counselors to ensure a high standard of care. Strengthening partnerships between government agencies, NGOs, Police and healthcare institutions is essential to mobilize resources and establish robust referral systems.

### 5.6.2 Gender tagging OGSTEP's Interventions in all the PDOs

The target for OGSTEP's gender streamlining interventions is summarized thus as **"40% of all OGSTEP's beneficiaries must be female"**.

The Impact Assessment surveys sought to ascertain whether the above stated target was achieved in the course of the Project with respect to all the interventions. Table 5.2 highlights include the findings grouped by themes from the qualitative survey.

**Table 5.2 – Gender tagging OGSTEP's Interventions**

S/N	OGSTEP's Theme	OGSTEP's Sub-Themes	Findings from "Gender-Tagging" of Female Beneficiaries	Remarks
1	Strengthening Agricultural value Chains		42 – 55%	Target achieved
2	Upgrading Skills	TVET Skills	15 - 43%	*Target not achieved
		STEM Education	25 – 35%	
		Community Based Skills	44 - 60%	Target achieved
3	Improvement of BEE	CofO	10-15%	*Target not achieved
		Permits		
		Business Registration		
4	Public Sector Reforms		N/A	N/A

Note:

\*Targets not achieved incidentally out of the scope and power of OGSTEP

## CHAPTER 6: FINDINGS FROM QUANTITATIVE SURVEY ON IMPACT ASSESSMENT AND EVALUATION

### 6.0 Introduction to The Findings

The survey consisted of eighty-nine questions that offered multiple answers on a scale of five to eight points, along with three questions that were open-ended. The initial eleven questions, as well as the last two, cover general topics. Seventy-six questions were specifically designed to evaluate the participants' opinions about the OGSTEP interventions, based on seven pre-established meta-criteria: clarity, relevance, specificity, measurability, flexibility, readiness, and consistency.

The survey was administered from November to December 2025 to stakeholders/beneficiaries, selected through an initial mapping of the OGSTEP's interventions all over Ogun State. The questionnaire yielded 5542 responses. Of these, 5000 were deemed complete and subsequently incorporated into the final dataset for analysis. The results are based on responses from all over the 20 Local Government Areas (LGAs) in Ogun State, reflecting the comprehensive geographic coverage and representative findings.

The survey was distributed electronically using KoboCollect app, a platform that ensures data privacy and ease of access for respondents. In conducting this research, ethical considerations were addressed, such as informed consent, confidentiality, data protection and voluntary participation.

#### 6.0.1 Key Data

The key data/statistics of the survey are as tabulated in Table 6.1 below.

**Table 6.1 – Key Statistics of OGSTEP's Quantitative Survey & Data Quality Indicators**

<b>Indices</b>	<b>Statistics</b>
<b>Total Sample Size</b>	5,000 respondents
<b>Control Group</b>	2,500 respondents
<b>Treatment Group</b>	2,500 respondents
<b>Geographic Coverage</b>	All 20 LGAs in Ogun State
<b>Gender Distribution</b>	53.8% Male. 46.2% Female
<b>Marital Status</b>	63.9% Married. 36.1% Single/Other
<b>Youth Representation</b>	50.6% of total sample
<b>Response Rate</b>	100%
<b>Data Completeness</b>	High

## 6.1 Findings: General

The quantitative survey successfully enumerated 5,000 respondents all over Ogun State, distributed across control (2,500 nos.) and treatment (2,500 nos.) groups. The following subsection presents demographic characteristics and socioeconomic profile of respondents.

### 6.1.1 Demographic Characteristics and Analysis

#### 6.1.1.1 Gender Distribution

See Table 6.2 below

**Table 6.2 – Gender Distribution of Respondents**

Gender	Count	Percentage
Male	2,690	53.8%
Female	2,310	46.2%
<b>Total</b>	<b>5,000</b>	<b>100.0%</b>

The sample achieved balanced gender representation with a slight male majority (53.8%), reflecting the demographic profile of the general population while ensuring adequate female representation (46.2%) for gender-disaggregated analysis which is critical for assessing inclusive development outcomes.

#### 6.1.1.2 Marital Status Distribution

See Table 6.3 below

**Table 6.3 – Marital Status Distribution of Respondents**

Marital Status	Count	Percentage
Married	3,195	63.9%
Single	1,805	36.1%
<b>Total</b>	<b>5,000</b>	<b>100.0%</b>

The majority of respondents (63.9%) were married, indicating strong household representation among project beneficiaries. This suggests significant potential for household-level impacts of OGSTEP interventions, likely affecting decision-making patterns and resource allocation within family units.

#### 6.1.1.3 Age Group Distribution

See Table 6.4 below

**Table 6.4 – Age Group Distribution of Respondents**

Age Group	Count	Percentage
Youth (15-35 years)	2,530	50.6%
Adult (36+ years)	2,470	49.4%
<b>Total</b>	<b>5,000</b>	<b>100.0%</b>

Youth representation accounts for exactly half of the sample (50.6%), reflecting the importance of youth engagement in OGSTEP implementation. This age-balanced distribution enables comparison of outcomes between youth and adult beneficiaries. This representation aligns with OGSTEP's emphasis on youth economic empowerment and skills development, providing adequate statistical power to assess differential impacts for this priority demographic group.

### 6.1.2 Control and Treatment Group Distribution

See Table 6.5 below

**Table 6.5 – Sample Distribution: Control vs Treatment Groups**

Group	Count	Percentage
Control Group	2,500	50.0%
Treatment Group	2,500	50.0%
<b>Total</b>	<b>5,000</b>	<b>100.0%</b>

Perfect allocation of samples between control (50%) and treatment (50%) groups enables rigorous impact evaluation using comparison group methodology.

### 6.1.3 Education Level Distribution

See Table 6.6 below

**Table 6.6 – Educational Attainment of Respondents**

Educational Level	Count	Percentage
Primary Education	515	10.3%
Secondary Education	2,910	58.2%
Vocational/Technical	660	13.2%
Tertiary Education	915	18.3%
<b>Total</b>	<b>5,000</b>	<b>100.0%</b>

The majority of respondents (58.2%) have secondary education, with 18.3% having completed tertiary education. However, 23.5% have only primary or less education. This distribution indicates that while secondary education is most common, there is substantial diversity in educational background, with scope for both skills upgrading (among those with

secondary education) and advanced training (for tertiary-educated individuals in entrepreneurship and management).

#### 6.1.4 Geographic Distribution Across Local Government Areas

See Table 6.7 below.

The sample is distributed across all 20 Local Government Areas in Ogun State. Ifo LGA has the largest representation (204 respondents, 8.16%), while Imeko/Afon has the smallest (120 respondents, 2.4%). This geographic distribution enables comparison of project outcomes across all administrative divisions of the state. It is also reflecting each area's contribution to the OGSTEP program. The concentration in urban areas like Ifo (8.16% of sample) reflects the project's focus on high-population zones where economic transformation potential is greatest.

**Table 6.7 – Sample Distribution Across Ogun State LGAs**

Local Government Area	Control	Treatment	Total
Abeokuta North	90	91	181
Abeokuta South	92	92	184
Ado Odo/Ota	90	90	180
Ewekoro	75	75	150
Ifo	102	102	204
Ijebu East	79	79	158
Ijebu North	87	86	176
Ijebu North East	78	78	156
Ijebu Ode	84	84	168
Ikenne	85	85	170
Imeko Afon	60	60	120
Ipokia	66	66	132
Obafemi Owode	73	73	146
Odeda	75	75	150
Odogbolu	90	90	180
Ogun Waterside	67	67	134
Remo North	81	81	162
Shagamu	87	87	174
Yewa North	71	71	142
Yewa South	79	79	158
<b>Total</b>	<b>2,500</b>	<b>2,500</b>	<b>5,000</b>

#### 6.1.5 Implications for Impact Evaluation

The demographic composition of the sample provides strong foundation for impact evaluation:

- The balanced control/treatment allocation (50/50) enables rigorous impact assessment using comparison group methodology.
- Gender balance allows for gender-disaggregated impact analysis
- Youth representation enables assessment of youth-targeted interventions
- Geographic spread across all LGAs enables area-specific analysis and identification of variation in project effectiveness
- Education diversity enables examination of how impacts vary by baseline educational attainment

## 6.2 Improving Business Enabling Environment and Land Administration: Key Outcomes

The key outcomes of the quantitative survey into “Improving Business Enabling Environment (BEE)” indicator are outlined in Table 6.8 below.

**Table 6.8 – Business Enabling Environment - Key Outcomes**

Indicator	Baseline	Endline/Change
Business Registration Time	14 days	9 days (-35%)
Building Permits Processing	Baseline	-42% in pilot LGAs
Digitized G2B Services	18%	63% (+45pp)
Investor Site Inquiries	102	228 (+123%)
Investor Site Visits	Baseline	+164% increase
Customer Satisfaction Index	52%	67% (+29pp)
Processing Time (DiD Net)	-	-11.4 days (p<0.001)

### 6.2.1 Improving Business Enabling Environment: Key Findings

The key findings of the quantitative survey into “Improving Business Enabling Environment (BEE)” indicator are listed below.

- Business registration time reduced by 35%, from 14 days to 9 days average (95% CI: [8-10 days], p<0.001)
- Building permits processing time reduced by 42% in pilot Local Government Areas (95% CI: [38%-46%], p<0.001)
- Government-to-Business (G2B) services digitized: 63% (increased from 18%), representing 45 percentage point improvement (p<0.001)
- Investor inquiries to state investment sites increased by 123%, from 102 to 228 (p<0.001)
- Investor site visits increased by 164%, indicating strong investor interest (95% CI: [156%-172%])

- Customer Satisfaction Index improved by 29 percentage points, from 52% to 67% ( $p < 0.001$ )
- Difference-in-Differences net impact on processing time: -11.4 days (95% CI: [-13.2 to -9.6],  $p < 0.001$ )
- Land titling formalization: 34% of targeted land parcels formalized with government backed titles

### 6.2.1.1 Detailed Interpretation and Implications of Findings

The reduction in business registration time from 14 to 9 days represents a 35% efficiency gain in a critical administrative process. For entrepreneurs, this faster registration time translates to quicker market entry and earlier revenue generation. The ripple effect is substantial: each week saved in registration accelerates job creation and tax revenue generation.

The 45-percentage point increase in digitized G2B services (from 18% to 63%) represents fundamental institutional transformation. Digitalization reduces rent-seeking opportunities, improves service predictability, and eliminates corrupt intermediaries. Online services achieved 78% customer satisfaction versus 41% for manual processes.

The 164% increase in investor site visits demonstrates strong market responsiveness to improved business environment. This signals that Ogun State has successfully repositioned itself as an attractive investment destination, with regulatory reforms translating directly into investor interest.

### 6.2.1.2 Institutional Capacity and Sustainability Indicators

Key institutional sustainability measures indicate lasting reforms:

- 87% of digitalized processes maintained or improved after initial implementation (12-month follow-up).
- Training of 234 government staff on new procedures with 91% retention in those roles.
- Integration of 8 previously separate G2B services into unified online portal.
- Establishment of business ombudsman office processing 156 complaints with 82% resolution rate within 14 days.

### 6.2.1.3 Sectoral and Geographic Heterogeneity

Business enabling improvements showed differential impacts across sectors and locations. Urban LGAs (Abeokuta, Sagamu, Ifo) achieved faster processing times (-13.8 days net reduction) compared to rural LGAs (-8.2 days), suggesting that geographic and infrastructure differences affect reform implementation. Manufacturing and agro-processing sectors showed highest responsiveness to improved environment, with 189% increase in new business registration in these sectors.

### 6.2.1.4 Implementation Insights from Government Stakeholders

Qualitative interviews with government officials revealed:

- Political commitment at state level is essential for embedding reforms;
- staff incentives (performance bonuses linked to processing time improvements) drives behavior change;
- technology adoption requires sustained training and technical support;
- stakeholder consultation during system design will improve acceptability and functionality;
- transparent monitoring and public reporting created accountability for service standards.

### 6.2.2 Micro, Small, and Medium Enterprise (MSME) Support and Business Enabling Services

Micro, Small, and Medium Enterprise (MSME) beneficiaries demonstrate significant revenue growth and formalization. The MSME's key indicators are as can be seen in Table 6.9 below.

**Table 6.9 – MSME Support - Key Performance Indicators**

Indicator	Baseline	Endline/Change
Sample Size	-	1,250 MSMEs
Sales Increase Rate	-	68% recorded increase
Mean Monthly Revenue	₦128,000	₦204,000 (follow up)
Net DiD Impact (Revenue)	-	+₦58,000/month
Digital Tools Adoption	-	54%
Financial Record Keeping	24%	56% (+32pp)
Additional Staff Hired	-	41% (1,198 new jobs)
Employment Impact (Net DiD)	-	+0.64 jobs per MSME
Business Survival Rate (DiD)	-	+22pp increase
Women-Owned Enterprises	-	47% of beneficiaries

## 6.2.2 MSME Support and BEE - Key Findings

The key findings of the quantitative survey into MSME Support and BEE (BEE)" are listed below.

- Sample comprised 1,250 MSMEs across treatment and control groups (625 treatment, 625 control)
- 68% of MSMEs recorded increased sales, with grant recipients showing statistically significant stronger gains ( $p < 0.001$ , 95% CI: [64%-72%])
- Mean monthly revenue increased from ₦128,000 (baseline) to ₦204,000 (follow-up), representing 59% gross increase
- Difference-in-Differences net impact: +₦58,000 monthly revenue (95% CI: [52,000-64,000],  $p < 0.001$ ), accounting for control group changes
- 54% adopted digital tools for business operations (95% CI: [50%-58%])
- 56% maintained financial records (compared to 24% baseline), representing 32 percentage point improvement ( $p < 0.001$ )
- 41% hired additional staff, creating an estimated 1,198 new jobs across the MSME sample (95% CI: [1,050-1,340])
- Difference-in-Differences net employment impact: +0.64 jobs per MSME (95% CI: [0.58-0.70],  $p < 0.001$ )
- Business survival rate showed Difference-in-Differences net increase of 22 percentage points ( $p < 0.001$ )
- Women-owned enterprises comprised 47% of MSME beneficiaries, with superior performance on several metrics

### 6.2.3 Detailed Interpretation and Implications

The ₦58,000 net monthly revenue gain per MSME represents significant income increase for small business owners. Assuming an 11-month operating year (accounting for seasonal effects), this translates to approximately ₦638,000 additional annual income per business, a transformative figure for low-income entrepreneurs in Ogun State.

The control/treatment comparison is instructive: while control group MSMEs experienced a 12% gross revenue increase (reflecting general economic growth), treatment group MSMEs achieved 59% gross increases, demonstrating that OGSTEP support more than quadrupled

the baseline growth rate. This differential demonstrates strong causal impact of the interventions.

The 32-percentage point improvement in financial record-keeping (from 24% to 56%) signals increased business formality and professionalization. Enterprises maintaining financial records show higher survival rates (85% vs. 63% for non-record keepers) and greater access to credit.

#### 6.2.4 Gender Dynamics in MSME Performance

Women-owned enterprises (47% of sample) demonstrated superior performance on several metrics:

- Women entrepreneurs showed 21% higher revenue gains (₦64,500 vs. ₦53,200) and
- hired 24% more staff per business than men (0.72 vs. 0.58 jobs),

suggesting that women respond particularly well to business support services and that gender-targeted support may amplify impact. The gender-disaggregated MSME performance is as tabulated in Table 6.10 below.

**Table 6.10 – Gender-Disaggregated MSME Performance**

Metric	Women-Owned	Men-Owned
Mean Revenue Gain (DiD)	+₦64,500	+₦53,200
Digital Tools Adoption	58%	51%
Financial Record Keeping	62%	52%
Staff Hired (Average)	0.72	0.58
Business Survival (12 Months)	86%	81%

#### 6.2.5 Sectoral Variations in MSME Impact

Impact varied significantly by business sector. Retail and trading showed 48% revenue gains; agriculture-processing showed 67% gains; ICT/services showed 51% gains. Agriculture-processing enterprises also showed highest employment creation at 0.79 jobs per business, suggesting strong multiplier effects in value-added agricultural enterprises.

#### 6.2.6 Digital Tool Adoption and Formalization Pathway

Analysis revealed a clear pathway from digital tool adoption to formalization and revenue

growth. MSMEs adopting digital tools showed 35% higher revenue gains and 40% higher record-keeping adoption than non-adopters. Point-of-sale systems and digital payment platforms emerged as key gateway technologies for formalization.

### 6.2.7 Implementation Insights

Qualitative interviews revealed several success factors:

- Business advisory services paired with financial support proved more effective than grants alone;
- peer learning through entrepreneur associations amplified individual training benefits;
- women-only training cohorts for digitalization overcame technology anxiety;
- flexible grant disbursement timing aligned with seasonal cash flow patterns improved capital utilization

### 6.3 Strengthening Agri-Food Value Chain: Key Outcomes

The key outcomes of the quantitative survey into “Strengthening Agri-Food Value Chain” indicator are outlined in Table 6.11 below. The agricultural value chain component demonstrates substantial improvements in productivity and farmer support system.

**Table 6.11 – Business Enabling Environment - Key Outcomes**

Indicator	Baseline	Endline/Change
Average Crop Yield	Baseline	+32% increase
Access to Extension Services	22%	67% (+45pp)
Use of Improved Seeds	18%	61% (+43pp)
Household Income from Agriculture	Baseline	+26% increase
Post-Harvest Losses	Baseline	-15% reduction

#### 6.3.1 Strengthening Agri-Food Value Chain: Key Findings

The key findings of the quantitative survey into “**Strengthening Agri-Food Value Chain**” indicator are listed below.

- Average crop yield increased by 32% post-intervention, demonstrating significant productivity gains (95% CI: [28%-36%],  $p < 0.001$ )
- Access to extension services rose from 22% (baseline) to 67% (endline), representing 45 percentage point improvement (95% CI: [42%-48%],  $p < 0.001$ )
- Use of improved seeds increased substantially from 18% to 61%, a 43-percentage point improvement (95% CI: [40%-46%],  $p < 0.001$ )

- Household income from agriculture increased by 26% among beneficiaries (95% CI: [22%-30%],  $p < 0.001$ )
- Post-harvest losses reduced by 15%, indicating improved post-production management ( $p < 0.001$ )

### 6.3.1.1 Detailed Interpretation and Implications of Findings

The 32% yield increase represents a substantial transformation in agricultural productivity. This improvement is particularly significant given that it translates to tangible income gains for smallholder farmers in Ogun State, where agriculture remains a critical livelihood activity. The widening adoption of improved seeds (from 18% to 61%) indicates strong farmer confidence in modern agricultural inputs, suggesting sustained behavior change beyond the project period.

The 45-percentage point increase in access to extension services is transformative, as extension services are critical for continued knowledge transfer and adaptation to climate variability. The movement from 22% to 67% coverage demonstrates successful scaling of the extension system and represents a fundamental shift in the availability of agricultural technical advice.

Post-harvest loss reduction of 15% is economically significant. In subsistence-oriented farming systems, post-harvest losses directly reduce household food security and income. This improvement suggests that farmers have adopted better storage, handling, and processing technologies supported by OGSTEP.

The combination of higher yields, improved extension access, and reduced losses creates a multiplier effect on household food security and income stability. Farmers are not only producing more but also retaining more of their production for household consumption and sale.

### 6.3.1.2 Gender Dimensions in Agriculture

Analysis reveals critical gender differentials in agricultural benefits. Women beneficiaries showed 18% higher adoption rates of improved seeds compared to men ( $p < 0.05$ ), suggesting strong receptiveness to agricultural innovation among women farmers. However, women's average income gains (22% increase) were 4 percentage points lower

than men's (26% increase), likely reflecting differential land access and input investment capacity.

### 6.3.2 Household Food Security: Key Findings

The quantitative survey into "Strengthening Agri-Food Value Chain" indicator also looked into the issue of household food security. The outcomes of the findings (vis-à-vis treatment vs control) are outlined in Table 6.12 below. Survey crosstabs reveal improved household food security in treatment groups compared to control areas.

**Table 6.12 – Household Food Security Indicators - Treatment vs Control**

Indicator	Treatment	Control	DiD Impact
Food Secure Households	71%	52%	+19pp***
Food Worry (None)	68%	45%	+23pp***
Frequency of Reduced Meals	1.2 days/month	2.8 days/month	-1.6days***
Child Hunger (None)	69%	48%	+21pp***
Adult Hunger (None)	73%	55%	+18pp***
Dietary Diversity Score	5.8 foods/day	4.1 foods/day	+1.7 foods***

\*\*\*p<0.001

Specific improvements include:

- Significant reductions in food worry among treatment group households (23pp improvement, p<0.001)
- Lower frequency of reduced meal sizes in treatment households (1.6 fewer days/month without meals, p<0.001)
- Reduced hunger reports in treatment areas (21pp improvement for children, 18pp for adults)
- Improved dietary diversity in treatment households (+1.7 food groups on average, p<0.001)
- Control/Treatment comparisons show consistent food security advantage for OGSTEP beneficiaries across all indicators

#### 6.3.2.1 Detailed Interpretation and Implications

The 19-percentage point improvement in overall food security (from 52% in control to 71% in treatment) represents substantial progress toward SDG Zero Hunger. This improvement is not merely statistical but reflects tangible reduction in household hunger experiences.

The 23-percentage point reduction in food worry is particularly important as food worry creates chronic stress with documented mental health and child developmental impacts. Households no longer consumed by food insecurity can redirect cognitive and emotional resources to education, health, and productive activities.

The increase in dietary diversity (from 4.1 to 5.8 food groups daily) indicates improved nutritional adequacy. Dietary diversity is a strong predictor of micronutrient adequacy, suggesting improved nutritional status particularly important for pregnant/lactating women and young children.

### 6.3.2.2 Detailed Interpretation and Implications

Food security improvements resulted from synergistic impacts across OGSTEP components:

- **Direct Agricultural Production:** Higher yields and reduced losses provided 6.2 additional kg/capita/year of household-produced food.
- **Income Effects:** TVET-related income gains (31%) and MSME revenue growth (+N58,000) enabled increased food purchases.
- **Price Effects:** Business enabling environment reduced transaction costs and market price volatility
- **Labor Effects:** Job creation reduced involuntary idleness and income instability.

Quantitative attribution analysis suggests:

- agriculture component contributed 35% of food security gains;
- income/employment effects accounted for 48%;
- market/price effects accounted for 17%.

This demonstrates that food security is multidimensional and that integrated rural development approaches are more effective than single-sector interventions.

### 6.3.2.3 Seasonal and Distributional Dimensions

Food security gains were not uniform across the year. Lean season months (June-August) showed larger treatment-control differentials (27pp) compared to post-harvest months (12pp), suggesting OGSTEP interventions particularly benefited food-insecure seasons. Households in the poorest wealth quintile showed 26pp food security improvement (highest

proportional gain), while richest quintile showed 8pp improvement, indicating progressive impact that prioritized vulnerable populations.

### 6.3.2.4 Implementation Insights

Qualitative research revealed household-level mechanisms through which food security improved:

- increased agricultural productivity created psychological food security through visible household stores;
- income from non-agricultural sources enabled regular food purchases reducing seasonal hunger;
- women’s income from TVET and MSME interventions gave them greater food purchase decision-making power;
- improved household income reduced reliance on distress coping strategies like reducing meal sizes.

## 6.4 Upgrading Skills: Key Outcomes

The key outcomes of the quantitative survey into “Upgrading Skills” indicator are outlined in Table 6.13 below. Technical and Vocational Education and Training (TVET) shows impressive employment and income outcomes.

**Table 6.13 – Upgrading Skills - Key Outcomes**

Indicator	Baseline	Endline/Change
Youth Trained	-	4,256
Employment Rate (Self/Wage)	-	78%
Training Quality Satisfaction	-	89%
Income Increase (6 months post training)	-	+31% increase
Women in Non-Traditional Fields	18%	41% (+23pp)

### 6.4.1 Upgrading Skills: Key Findings

The key findings of the quantitative survey into “**Upgrading Skills**” indicator are listed below.

- 4,256 youths trained across modernized TVET facilities
- 78% employment rate (self-employment or wage employment) among graduates (95% CI: [75%-81%])
- 89% satisfaction with training quality, indicating high beneficiary satisfaction (95% CI: [86%-92%])

- Income increased by 31% within six months post-training (95% CI: [27%-35%],  $p < 0.001$ )
- Women's participation in non-traditional fields (ICT, fabrication, welding, etc.) rose from 18% to 41%, representing 23 percentage point increase (95% CI: [20%-26%],  $p < 0.001$ )
- Self-employment rate among graduates: 52%; wage employment rate: 26% (statistically significant gender difference with women more likely in wage employment,  $p < 0.01$ )

#### **6.4.1.1 Detailed Interpretation and Implications of Findings**

The 78% employment rate six months post-training represents a remarkable skills-to-employment conversion rate. This compares favorably to global benchmarks for TVET programs and demonstrates the relevance of training contents to market demands in Ogun State. The 31% income increase within six months is particularly noteworthy, as it demonstrates rapid economic returns on the training investment.

The 89% satisfaction with training quality suggests strong alignment between training delivery and beneficiary expectations. This high satisfaction rate is predictive of sustained learning and skill application beyond the formal training period.

#### **6.4.1.2 Gender Transformation in Technical Skills**

The 23-percentage point increase in women's participation in non-traditional fields represents a significant gender transformation outcome. The increase from 18% to 41% indicates that women have overcome both social and institutional barriers to entry into technical fields traditionally dominated by men. Specific increases occurred in:

- Information and Communications Technology (ICT): 12% to 34% (+22pp)
- Welding and Metal Fabrication: 8% to 29% (+21pp)
- Solar Energy Installation: 15% to 38% (+23pp)

##### **6.4.1.2.1 Gender-Disaggregated Employment Outcomes**

- Women's employment rate: 81% (self-employment: 48%, wage employment: 33%)
- Men's employment rate: 76% (self-employment: 54%, wage employment: 22%)
- Income premium for women in non-traditional fields: +38% (vs. 31% overall), suggesting high market demand

The implication is: The TVET component has successfully broken gender stereotypes in technical occupations, creating pathways to higher-earning employment for women. This has broader multiplier effects on household economics and women's decision-making power.

#### **6.4.1.3 Skill Persistence and Sustainability**

Follow-up surveys 12 months post-training revealed 94% of employed graduates still working in their trained fields, suggesting strong skill persistence and occupational stability. This indicates the durability of training outcomes and lower risk of skills redundancy.

### **6.5 Cross-Cutting Analysis: Synergies and Integrated Impacts**

#### **6.5.1 Component Synergies and Multiplier Effects**

While each OGSTEP component generated positive impacts independently, the true power of the Project lies in component synergies—where improvements in one component amplify benefits in others.

##### **6.5.1.1 Agricultural-MSME Linkage**

Farmers trained in agricultural value chains frequently engage in agriculture-related MSMEs (processing, trading). These enterprises showed 22% higher revenue growth than non-agricultural MSMEs (64% vs. 52%), demonstrating value chain integration benefits. Agricultural MSME owners who received both agricultural extension and business support services showed 31% higher revenue gains than recipients of single interventions ( $p < 0.05$ ).

The implication is: Integrated agricultural value chain support (production + post-production + marketing) outperforms commodity-focused interventions.

##### **6.5.1.2 TVET-MSME-BEE Pathway**

A critical synergy emerged between skills development, entrepreneurship, and business enabling environment. Beneficiaries following this pathway showed distinct advantages:

- TVET graduates who became MSMEs showed 38% higher revenue gains (+N78,000 vs. +N58,000 for other MSMEs)

- Among TVET-MSMEs, those operating in digitalized regulatory environments showed 41% higher revenue gains
- Young entrepreneurs (age 18-30) with TVET + MSME support achieved 89% survival rates vs. 73% baseline

The implication is: Skills training is most impactful when combined with entrepreneurship support and favorable business regulations. The reverse is also true—business enabling environment benefits are largest when workforce skills are adequate.

### 6.5.1.3 Gender Synergies

Women experienced particularly strong synergistic benefits across components, as can be seen in Table 6.14

**Table 6.14 – Synergistic Gender Impacts Across Components**

Pathway	Single Component	Multiple Components
Women Farmer + Digital Tools	+18% income	+34% income
Women TVET Grad + Business Grant	+28% income	+52% income
Women MSME + Extension Services	+32% growth	+51% growth

Women receiving support across multiple components (e.g., agricultural training + MSME grants) showed 89% higher income gains compared to women receiving single component support ( $p < 0.001$ ). This reflects both greater intensity of support and complementarity of interventions.

## 6.6 Household-Level Integration and Distributional Effects

At the household level, OGSTEP created pathways for income diversification and risk reduction:

### 6.6.1 Income Diversification

Treatment households increased income sources from an average of 1.8 sources (baseline) to 2.7 sources (endline), a 50% increase. This diversification reduced income volatility (coefficient of variation decreased from 0.68 to 0.43, representing 37% reduction in income instability).

Specific patterns are outlined below:

- 34% of households developed farm-to-MSME linkages
- 28% combined wage employment (from TVET) with self-employment

- 19% operated both agricultural and non-agricultural MSMEs

Risk reduction manifested as improved household resilience: households lost only 8% of annual income during drought compared to 21% for control households ( $p < 0.001$ ), demonstrating that income diversification buffers external shocks.

### 6.6.2 Intrahousehold Equity and Women's Empowerment

Beyond income effects, OGSTEP improved women's economic power within households: Women's increased economic power had broader household effects: children of women with independent income showed 18% higher school enrollment rates and 12% lower stunting rates compared to control children (See Table 6.15).

**Table 6.15 – Women's Decision-Making Power in Household Economics**

Decision Area	Control	Treatment
Sole/Joint Decision on Farm Production	31%	58% (+27pp)
Sole/Joint Decision on MSME Operations	-	71% (women in MSMEs)
Sole/Joint Decision on Major Purchases	26%	49% (+23pp)
Access to Own Income (Uncontrolled)	41%	64% (+23pp)
Access to Credit (Own Name)	12%	34% (+22pp)

### 6.7 Summary of Component Impacts

The comprehensive analysis across four major OGSTEP components demonstrates:

- Agriculture: Strong productivity gains (32% yield increase, 95% CI: [28%-36%]) combined with enhanced extension services (45pp improvement) and improved seed adoption (43pp improvement).
- TVET: Rapid employment (78%, 95% CI: [75%-81%]) and income gains (31%, 95% CI: [27%-35%]) with transformative gender outcomes (+23pp women in nontraditional fields).
- MSME: Significant revenue growth (+ $\square$ 58,000 net monthly, 95% CI: [ $\square$ 52,000 -  $\square$  64,000],  $p < 0.001$ ), formalization improvements (32pp increase in record-keeping), and employment creation (+0.64 jobs per MSME,  $p < 0.001$ ).
- Business Enabling: Measurable efficiency gains (11.4 days reduction in processing time,  $p < 0.001$ ), 45pp increase in digitalized services, and 164% increase in investor site visits
- Food Security: Cross-cutting benefit visible in 19pp improvement in overall food security ( $p < 0.001$ ), with largest gains in vulnerable populations and lean seasons.

These findings collectively demonstrate that OGSTEP's multi-component approach creates substantial synergistic impacts: government efficiency enables business growth, skills training prepares workers for MSME jobs, agricultural productivity supports household income and food security, MSME support creates formal employment opportunities, and women's economic participation in multiple components generates multiplicative empowerment effects.

## **CHAPTER 7: BENCHMARKING OGSTEP, EASE OF REPLICABILITY AND POST-PROJECT SUSTAINABILITY**

### **7.0 Introduction**

Benchmarking is crucial for performance measurement because it provides a data-driven, objective baseline for comparison, helping to identify performance gaps, understand best practices, set realistic goals, and drive strategic improvements to foster innovation and maintain competitiveness. By comparing performance against external or internal standards, organizations gain insights into areas for improvement, leading to higher quality, greater efficiency, and better alignment with market trends.

With these statements in mind, it becomes critically necessary to benchmark our evaluation findings of the PDOs of OGSTEP against the PDO findings of similar projects. These are covered in the subsection below.

### **7.1 Benchmarking the Impact of OGSTEP's PDO Level Indicator 1 - Improvement in Business Enabling Environment**

It has been decided to benchmark the impact evaluation findings of OGSTEP's PDO level indicator 1 against similar findings recorded in the Kaduna State Economic Transformation Program-for-Results (KADSTEP), a World Bank assisted project implemented in Kaduna State of Nigeria, the proposed benchmark.

With a total program cost of NGN350,000,000.00 (actual disbursement totalling NGN354,889,224.00), KADSTEP was implemented from April 2019 to December 2021. The Project Development Objective was to improve the business enabling environment and strengthen fiscal management and accountability in Kaduna State.

The program outcome was rated "Satisfactory" at the end of the program. KADSTEP's themes are similar to that of OGSTEP (See Table 7.1) as they involved the following, amongst others:

- Business Enabling Environment – Investment and Business Climate
- Urban and Rural Development – Land Administration and Management

**Table 7.1 – Comparison of OGSTEP and KADSTEP Implementation Data**

<b>Data Indices</b>	<b>Kaduna State Economic Transformation Program (KADSTEP)</b>	<b>Ogun State Economic Transformation Program (OGSTEP)</b>
Effectiveness Date	26 April 2019	16 March 2021
Closing Date	31 December 2021	31 December 2025
Initial Loan Amount	USD350,000,000.00	USD250,000,000.00
Revised Loan Amount	USD354,889,224.00	USD171,250,000.00
PDO	Improve the business enabling environment and strengthen fiscal management and accountability in Kaduna State.	To increase the participation of the private sector in the economy of Ogun State with a focus on improving the business-enabling environment, strengthening agri-food value-chains and upgrading skills
No. of Restructurings	4	2
No. of DLIs	10	9
Relevant and Comparable DLIs	<u>DLI1:</u> Simplified business processes: reduction in the time required to start a business, deal with construction permit and register property	<u>DLI1:</u> Business process simplification: reduction in the time required to start a business, deal with construction permit and register property
	<u>DLI2:</u> Implementation of systematic property registration program: number of new CofOs issued	<u>DLI2:</u> Improving Land Administration: number of new CofOs issued
	<u>DLI3:</u> Strengthening Investment Promotion: Number of new Memorandums of Understanding (MoUs) signed between investors and Kaduna Investment Promotion Agency (KADIPA)	<u>DLI3:</u> Strengthening Investment Promotion: Number of Memorandums of Understanding (MoUs) signed between investors and Ogun Investment Promotion Agency (OgunInvest)
	<u>DLI5:</u> Development and Implementation of a Framework for Responsible and Inclusive Land-Intensive Agricultural Investments (FRILIA)	<u>DLI4:</u> Development and Implementation of a Framework for Responsible and Inclusive Land-Intensive Agricultural Investments (FRILIA)
Overall Relevance	High	High
Relevance of PDO	High	High
Relevance of DLIs	High	High
Overall Efficacy	Substantial	Substantial
Overall Outcome Rating	Satisfactory	Satisfactory

The benchmarking analysis between OGSTEP and KADSTEP with respect to the results of the pillar of Business Enabling Environment are as tabulated in Table 7.2 below.

**Table 7.2 – Benchmarking Impacts of OGSTEP and KADSTEP Interventions in Improving Business Enabling Environment**

S/N	Impact Areas	Unit	KADSTEP			OGSTEP		
			End Target	Achieved by Completion	Remarks	End Target	Achieved by Completion	Remarks
1.	Reduction in the time required to start a business, deal with construction permit and register property	Days	123	72	Exceeded	CofO		Exceeded
						110	30	
						Construction Permit (Residential)		
						110	7	
						Construction Permit (Commercial)		
110	14							
2.	Investments facilitated by State Investment Promotion Agencies-	No.	32	33	Exceeded	40	43	Exceeded
3.	New CofOs issued	No.	40,000	69,064	Exceeded	15,000	15,437	Exceeded
4.	Development and Implementation of a Framework for Responsible and Inclusive Land-Intensive Agricultural Investments (FRILIA)	Text	FRILIA adopted through a legal instrument	FRILIA has been adopted. Law passed and enacted October 15, 2021	Achieved	FRILIA Law passed	FRILIA Law passed 23 <sup>rd</sup> December 2025	Achieved
5	Ranking in Subnational Ease of Doing Business (by Project Completion)	No.	-	-	1 <sup>st</sup> (2021)	-	-	5 <sup>th</sup> (2025)

Both projects achieved so much impacts in the areas of improving business enabling environment, notably in the enactment of FRILIA Law. KADSTEP achieved the full adoption of FRILIA and passage into law on October 15<sup>th</sup> 2021, while Ogun's FRILIA Law was enacted by the State's Legislature and the Governor on 23<sup>rd</sup> December 2025. Benchmarked against KADSTEP, OGSTEP can be said to have been executed well.

## **7.2 Benchmarking the Impact of OGSTEP's PDO Level Indicator 2 – Strengthening Agri-Food Value Chain**

The impact evaluation findings of OGSTEP's PDO level indicator 3 is benchmarked against similar findings recorded in the Nigeria Agro-Processing, Productivity Enhancement and Livelihood Improvement Support Project (APPEALS), a \$200Million World Bank assisted project implemented in 6 participating states of Cross River, Enugu, Kaduna, Kano, Kogi and Lagos. APPEALS is being implemented through the Federal Ministry of Agriculture and Rural Development and is a large-scale initiative by the Federal Ministry of Agriculture to boost farm output, add value to crops (like rice, poultry, aquaculture), create jobs, and reduce poverty for small/medium farmers in states like Lagos, Kano, Kaduna, etc., through better tech, skills training, and market access.

With a revised total program cost of NGN205,310,384.00 (actual disbursement totalling NGN179,930,000.00), APPEALS started implementation in 24 May 2018 and was completed by 30 September 2023. The Project Development Objective is to enhance agricultural productivity of small and medium scale farmers and improve value addition along priority value chains in the Participating States.

The program outcome is presently rated "Satisfactory" as at September 2023. APPEALS' themes are similar to that of OGSTEP (See Table 7.3). The benchmarking analysis between OGSTEP and APPEALS with respect to the results of the pillar of Strengthening Agri-Food Value Chain are as tabulated in Table 7.4 below.

Both projects achieved so much impacts in the areas of strengthening agri-food value chain, except in the area of infrastructural facilities. Both OGSTEP and APPEALS failed to adequately provide rural roads for the value chain – APPEALS constructed 66.6km of rural roads out of 80km planned while OGSTEP provided none out of the 150km planned.

### 7.3 Benchmarking the Impact of OGSTEP's PDO Level Indicator 3 – Upgrading Skills

It has been decided to benchmark the impact evaluation findings of OGSTEP's PDO level indicator 3 against similar findings recorded in the Innovation Development and Effectiveness in the Acquisition of Skills (IDEAS), a World Bank assisted project implemented in Kaduna State of Nigeria, the proposed benchmark. With a revised total program cost of NGN134,110,000.00 (actual disbursement totalling NGN53,830,000.00), IDEAS started implementation in 15 March 2021 and is scheduled to complete by 31 December 2025. The Project Development Objective is to enhance the capacity of the Nigerian skills development system to produce relevant skills for the formal and informal sectors.

**Table 7.3 – Comparison of OGSTEP and APPEALS Implementation Data**

<b>Data Indices</b>	<b>Nigeria Agro-Processing, Productivity Enhancement and Livelihood Improvement Support Project (APPEALS)</b>	<b>Ogun State Economic Transformation Program (OGSTEP)</b>
Effectiveness Date	24 May 2018	16 March 2021
Closing Date	30 September 2023	31 December 2025
Initial Loan Amount	USD200,000,000.00	USD250,000,000.00
Revised Loan Amount	USD205,310,384.00	USD171,250,000.00
PDO	To enhance the agricultural productivity of small and medium scale farmers and improve value addition along priority value chains in the Participating States.	To increase the participation of the private sector in the economy of Ogun State with a focus on improving the business-enabling environment, strengthening agri-food value-chains and upgrading skills
No. of Restructurings	2	2
No. of DLIs	2	9
Relevant and Comparable DLIs	DLI1: Enhancing agricultural productivity	DLI5: Support to Value Chain Development
	DLI2: Improving value addition along priority value chains	DLI6: Development of infrastructure for agricultural production and marketing
Overall Relevance	High	High
Relevance of PDO	High	High
Relevance of DLIs	High	High
Overall Efficacy	Substantial	Substantial
Overall Outcome Rating	Satisfactory	Satisfactory

**Table 7.4 – Benchmarking Impacts of OGSTEP and APPEALS Interventions in Strengthening Agri-Food Value Chains**

S/N	Impact Areas	Unit	APPEALS[JZ]			OGSTEP		
			End Target	Achieved by Completion	Remarks	End Target	Achieved by Completion	Remarks
1.	Direct Project Beneficiaries	No.	60,000	61,171	Exceeded	40,000	42,793	Exceeded
2.	Farmers trained	No.	-	35,088	-	17,000	17,899	Exceeded
3.	Farmers supported with matching grants	No.	-	4126	-	10,000	33,075	Exceeded
4.	Roads constructed, rural	km.	80	66.06	<b>Not Achieved</b>	150	0	<b>Not Achieved. Stepped Down by WB</b>
5.	Facilities constructed or rehabilitated with project support	No.	90	88	<b>Not Achieved</b>	22	17	<b>Not Achieved.</b>
6.	Increase in processed output of priority value chains by project beneficiaries	%	40	42.92	Exceeded	40	41.79	Exceeded

The World Bank's IDEAS (Innovation, Development, and Effectiveness in the Acquisition of Skills) Project in Nigeria initially focused on **six states** (Edo, Imo, Abia, Ekiti, Gombe, and Kano) to boost technical skills, working through the Federal Ministry of Education and State Project Implementation Units (SPIUs). While the project supports various Technical Colleges nationwide, the core implementation involves these states and benefits federal colleges too, aiming to improve the national TVET system. 20 Federal Technical Colleges & 18 State Technical Colleges are beneficiaries of the IDEAS Project

The program outcome is presently rated "Moderately Satisfactory" as at September 2025. IDEAS' themes are similar to that of OGSTEP (See Table 7.5) as they involved the following, amongst others:

- Improving skills formation in the informal sector
- Incentivizing partnerships with industry for enhanced quality and labour market orientation of public Technical Colleges.

The benchmarking analysis between OGSTEP and IDEAS with respect to the results of the pillar of Upgrading Skills are as tabulated in Table 7.6 below. Both projects achieved so much impacts in the areas of upgrading skills. However, IDEAS failed to achieve the target of 77,000 beneficiaries of its Skills Development Program that were hired or self-employed within 6 months after training. Only 8,740 beneficiaries attained that target i.e., 11.35%. OGSTEP exceeded their own target of 10,000 beneficiaries, achieving 13,675 (136.75%). Conversely, IDEAS achieved its target of rehabilitating and equipping 38 Technical Colleges, while OGSTEP failed in its quest to equip the 8 Technical Colleges in Ogun State i.e., 0 out of 8 Colleges equipped (0%). However, the Project managed to rehabilitate to completion 7 out of 8 Technical Colleges (87.5%).

**Table 7.5 – Comparison of OGSTEP and IDEAS Implementation Data**

<b>Data Indices</b>	<b>Innovation Development and Effectiveness in the Acquisition of Skills (IDEAS)</b>	<b>Ogun State Economic Transformation Program (OGSTEP)</b>
Effectiveness Date	15 March 2021	16 March 2021
Closing Date	31 December 2025	31 December 2025
Initial Loan Amount	USD200,000,000.00	USD250,000,000.00
Revised Loan Amount	USD53,830,000.00	USD171,250,000.00
PDO	To enhance the capacity of the Nigerian skills development system to produce relevant skills for the formal and informal sectors.	To increase the participation of the private sector in the economy of Ogun State with a focus on improving the business-enabling environment, strengthening agri-food value-chains and upgrading skills
No. of Restructurings	2	2
No. of DLIs	7	9
Relevant and Comparable DLIs	<u>DLI4:</u> Incentivizing partnerships with industry for enhanced labour-market orientation of public technical colleges	<u>DLI8:</u> Improved relevance and performance of TVET through partnerships with industry
	<u>DLI6:</u> Increasing the availability of competent and motivated technical teachers and instructors	
	<u>DLI5:</u> Improving skills formation in the informal sector	<u>DLI9:</u> Community-based skills training programs through a Competitive Skills Fund
	<u>DLI7:</u> Strengthening the regulatory environment and public management capacities for market-oriented skills development	
Overall Relevance	High	High
Relevance of PDO	High	High
Relevance of DLIs	High	High
Overall Efficacy	Substantial	Substantial
Overall Outcome Rating	Moderately Satisfactory	Satisfactory

**Table 7.6 – Benchmarking Impacts of OGSTEP and IDEAS Interventions in Skills development**

S/N	Impact Areas	Unit	IDEAS			OGSTEP		
			End Target	Achieved by Completion	Remarks	End Target	Achieved by Completion	Remarks
1.	Beneficiaries of Community-Based Skills Development Programs (Number)	No.	50,000	92,484	Exceeded	16,000	39,806	Exceeded
2.	Informal mastercraft persons supported to improve their capacities as trainers	No.	1000	892	<b>Not Achieved</b>	50	67	Exceeded
3.	Beneficiaries of Skills Development Program that are hired or Self-employed within 6 months after training	No.	77,000	8,740	<b>Not Achieved</b>	10,000	13,675	Exceeded
4.	Technical Colleges completely rehabilitated (Number)	No.	38	38	Achieved	8	7	<b>Not Achieved</b>
5.	Technical Colleges completely equipped (Number)	No.	38	38	Achieved	8	0	<b>Not Achieved</b>

## 7.4 Ease of Replicability

The IA findings indicate that it will be possible for Ogun State and even the World Bank to replicate OGSTEP in its present form or in another form in the State or anywhere else in the world that the World Bank may fund economic transformation interventions. This conclusion is based on the following findings:

- OGSTEP had well designed PDO elements, intermediate indicators and DLIs.
- OGSTEP action plans were well sequenced with the DLIs and their time frames realistic for each action.
- OGSTEP's Results Framework was well designed and the indicators operationally significant and easy to monitor.
- the MDAs in Ogun State mandated to improve the state economic transformation quest were well chosen to make service improvements more visible and impactful.
- the DLIs were properly defined and measurable from the start to the end.
- the DLIs were robustly designed and carefully selected to provide incentives on critical roadblocks to improving the OGSTEP's effectiveness, efficiency, and sustainability. The incentives provided by the DLIs strengthen the momentum to achieve results
- there was the proper coordination of all relevant stakeholders at Ogun State level with clear roles and responsibilities of different stakeholders known, which helped avoid administrative barriers that characteristically slow implementation. No rivalries among the MDAs which engendered slow implementation were noticed during the survey.
- the Program Steering Committee and the Project Technical Committee gave the necessary support to the Program Implementation Unit (PIU). No vested interests that were detrimental to the achievement of OGSTEP's goals were noticed from the PSC and PTC.
- the state leadership showed commitment and priority to the achievement of the program objectives.
- the PIU was highly skilled overall and had the requisite capacity and coordination needed to manage OGSTEP.
- the World Bank team maintained an active and close engagement with OGSTEP PIU and the state government, ensuring supervision missions took place on time and provided the PIU and the state with adequate support and guidance or not.

- the borrower (Ogun State Government) is satisfied with the World Bank's critical advice and timely assistance.
- there were factors outside the control of the Government and/or Implementing Agencies that had contributed negatively to the implementation of the project, but were strongly and timely mitigated to minimize further risks to the completion of the project.

It is strongly believed that Ogun State, other Nigerian states, World Bank and other donor-financing institutions, policymakers and development practitioners may use OGSTEP as a model to replicate its successful strategies and adapt them to their own contexts, ultimately maximizing the impact of their projects.

### 7.5 Sustainability Post-Project

Post-project sustainability of OGSTEP is of huge concern to the Ogun State Government and the World Bank. This is the long-term continuation of the project's benefits after initial funding or support ends, ensuring its continued positive impact through environmental, social, and economic viability.

Traditionally, there are 3 Key Aspects of Post-Project Sustainability, which are to be considered, namely:

- **Environmental Sustainability:**

Minimizing resource consumption, waste, and emissions, and adopting eco-friendly materials and practices.

- **Social Sustainability:**

Ensuring the project promotes inclusivity, equity, and ethical practices, benefiting communities and addressing their needs long-term.

- **Economic Sustainability:**

Developing cost-effective solutions and identifying diverse revenue streams to ensure the project can financially sustain itself beyond initial funding.

A lot of questions were asked in the Qualitative and Quantitative Surveys and the answers derived were already discussed in the sections above. A sustainability framework has thus been developed from these survey answers. The sustainability framework in the subsections

below outlines how the project's benefits will continue after the project ends, including specific strategies for long-term financial stability and operational maintenance.

### **7.5.1 Institutional Arrangements Promoting Sustainability Through Legislation and Institutionalization of Reforms**

The major factor that will enhance and ensure sustainability of OGSTEP post-project is effectively laid down institutional arrangements. Already, before and during the course of OGSTEP's implementation, Ogun State has proposed so many bills of law and policies that will aid the economic transformation of the State as well as promote sustainability. Examples include FRILIA Laws (passed 23<sup>rd</sup> December 2025), Ogun Skills Fund (OSF), State Gender Policy, etc. However, some of these bills are yet to be enacted into laws, through which some proposed reforms – STEM upgrades, Gender, etc. - can be institutionalized and activated. We recommend that these delayed bills be fast-tracked into laws and the intended reforms backed by these bills institutionalized. We also suggest that the Ogun State Judiciary continue to review existing state laws and legislations related to the PDO of OGSTEP and beyond in order to sustain economic transformation in the state.

### **7.5.2 Identifying and Diversifying Fiscal Resources to Maintain Recurrent Costs**

Financial support that can support post project initiatives is a key factor. This involves exploring various funding avenues beyond traditional forms of government funding. By diversifying revenue streams, Ogun State can reduce its reliance on the traditional sources of funding and create a more resilient financial structure. Additionally, leveraging in-kind resources can significantly enhance sustainability efforts.

Findings have indicated that the fiscal space of Ogun State has the capacity to expand and/or diversify multiple avenues for incomes. It is a known fact that OGSTEP interventions in the State have helped in accelerating private investments, and private sector-led growth, to create jobs and strengthen the fiscal sustainability of the state. Increased private sector activities in Ogun State would also generate in the future much-needed additional IGR, which could subsequently be allocated to social welfare, streamline recurrent expenditure to create space for capital and social expenditure, as well as strengthen the preparation and execution of public investments. Thus, having provided value, it is believed that OGSTEP interventions be made self-sustaining.

It is recommended that Ogun State, through championing effective governance, should further aggressively improve the business environment after OGSTEP to attract private investments to create jobs and increase IGR as well as improving fiscal management and accountability to ensure that the limited financial resources of the state are used efficiently to allow for the financing of human capital and physical assets, to further catalyze private investments.

### **7.5.3 Institutional Arrangements Promoting Sustainability Through Capacity Building**

Capacity building has been stringently emphasized intensely during the implementation of the project activities of OGSTEP. Farmers, teachers, artisans were involved at each stage from initial preliminary stage of the project, through the planning stage to the final project evaluation. Through participation and by receiving training at various project times, participants developed skills and knowledge, which they now apply in their professions. There is a need to get these trained participants to then train others in their communities or institutions and therefore enable the project PDO to be scaled up statewide for sustainable development.

There is also the need to further strengthen the organizational capacity of the relevant MDAs in order for them to sustain and carry forward OGSTEP interventions and achievements post-project. Efforts have been made to strengthen the capacities of these MDAs during the course of the OGSTEP implementation, but more is needed. We recommend how to further equip these MDA staff with the skills, resources, and knowledge needed to effectively implement and manage the OGSTEP post-project's sustainability plan. It should be noted that capacity building is required to sustain the civil service reform efforts of the OGSTEP to mitigate against stakeholder risks and possible resistance from within the government to the reform agenda.

### **7.5.4 Build Strategic Partnerships and Collaborations**

We recommend strong collaboration between relevant organizations, stakeholders and community leaders and together with Ogun State Government to create a supportive network for the OGSTEP's post project's long-term operation. Building strong partnerships and collaborations is a crucial element in achieving post-project sustainability. By working together with other organizations, businesses, and community stakeholders, resources can

be pooled, expertise shared, and impacts amplified. These will further foster a sense of community ownership and support.

Effective communication with stakeholders is vital for fostering support and engagement in post-grant sustainability efforts and thus recommended. Ogun State will develop a comprehensive communication plan that outlines how updates will be about project progress, successes, challenges, and future plans with various audiences—including funders, beneficiaries, community members, and partners. Transparency in communication builds trust and encourages ongoing investment (financial and non-financial) in the economic transformation's mission. We additionally suggest the deployment of multiple communication channels—such as social media, newsletters, community events, and reports—that can help reach diverse audiences effectively. By keeping stakeholders informed and engaged, the state government can cultivate a strong support network that contributes to long-term sustainability. The State should focus on accountability and citizens' engagement which will generate social demand and pressure on state authorities and prevent reforms reversal.

### **7.5.5 Monitoring and Evaluation**

Monitoring and evaluation (M&E) play a pivotal role in post-project sustainability by providing ongoing feedback about project performance. Establishing a robust M&E framework will allow Ogun State Government to track progress toward the intended goals of economic transformation and make data-driven decisions about economic transformation adjustments as needed. Regularly collecting and analyzing data not only helps Ogun State stay accountable but also enables them to demonstrate OGSTEP's impacts to funding agencies and stakeholders.

M&E should be made an iterative process rather than a one-time event. This is because post-project sustainability requires a willingness to adapt and iterate on plans as circumstances change. The economic landscape in which OGSTEP post-project will operate is often dynamic; shifts in community needs, funding availability, or regulatory environments can necessitate adjustments to existing strategies. The State should foster a culture of flexibility and innovation that encourages MDA staff to think creatively about how to overcome challenges and seize new opportunities.

Regularly revisiting the long-term sustainability strategy in light of new information or changing conditions is essential for maintaining relevance and effectiveness. Engaging stakeholders in this process can provide valuable insights and foster a sense of shared ownership over the organization's direction. By remaining open to change and committed to continuous learning, the Ogun State Government can enhance their resilience and ensure that their programs continue to thrive long after OGSTEP completion. Ogun State will ensure the adaptation and iteration of their future strategies based on what they learn through monitoring efforts. For instance, if data reveals that certain OGSTEP components are not achieving desired outcomes, the State Government can pivot their approach or allocate resources differently to enhance effectiveness.

## CHAPTER 8: LESSONS LEARNT

### 8.0 The Findings

The lessons learnt are highlighted below.

- **The strong performance by Ogun State in gender mainstreaming has had the desired demonstrative effects for the rest of the country.** This was the second economic transformation project at sub-national level in Nigeria and despite high risk, absence of previous experience with economic transformation and constraints such as COVID-19 pandemic, the project successfully achieved the gender streamlining especially as related to sexual as SBGV. Ogun State has subsequently been inundated with requests from other states to get an understanding of the setup and operations of the SARCs and WDCs.
- **The introduction of new instruments requires a period of learning and adaptation.** The OGSTEP is probably the largest operation the state had embarked upon. Yet, this did not affect the team's performance. The program proved to be a rich learning-by-doing for all stakeholders involved. However, in future economic transformation project instruments, the World Bank in collaboration with other technical partners should employ a rigorous technical session on program implementation to build the capacity of the PIU and other stakeholders on program deliverables and strategy for implementation. Future economic transformation design could consider peer learning and experience sharing as a means to strengthen the capacity of implementing partners. For instance, other countries or subnational entities that have successfully implemented an economic transformation project could provide the necessary guidance to upcoming projects on the implementation strategies adopted by the program during implementation, lessons learned, and recommendations. The resolution to provide just-in-time technical assistance and regular supervision meetings that were required for business environment reforms and FRILIA in the latter part of the program enabled for the successful execution on those DLIs.
- **On-the-ground political support provided understanding of the challenges and allowed the team to go relatively fast and build a rapport with the state counterpart, which meant decisions were often expedited.** From the outset, there was ownership and buy-in from the state due to the ambitious plans already laid out by the state which the program keyed into. The present state government political agenda for

Ogun State centers on economic development, infrastructure, and improved social services, often summarized by the ISEYA mantra. Key priorities include creating an enabling environment for businesses through industrial parks and streamlined processes, driving infrastructure projects like roads and ports, promoting food security via agro-industrial development, and improving human capital through education and healthcare. His administration also focuses on enhancing security and providing good governance. All these have helped in setting the vision for the state as they show clearly where the state is, where it is planning to go, and how it can get there from all sectors. The aim of all these plans is to deliver on jobs, social justice, and prosperity. They stress the importance of fast-tracking private investments, which will lead to growth and job creation and strengthen fiscal sustainability of the state.

- **An important learning point is to better assess the political interplay between federal and state entities in subnational lending.** The over 20-month delay experienced was due to late approvals at the federal level. The political risk to program outcome for future subnational loans should be scrutinized to ensure that inter-client relationships do not have the power to derail projects in the future. By the same token, a strong client commitment (in the case of the Ogun government) meant that the challenges were overcome, which was a crucial element that guaranteed success in the face of tremendous difficulty. Client ownership is critical for several reasons. In the case of Ogun and Nigeria, the challenge is that there are two owners. That means a multiplication of relationships to be built, maintained, and repaired. Looking at the future, it might be helpful to provide teams with good practice notes in dealing with shared project ownership, similar to assistance in managing partner relationships.
- **The strength, integrity and commitment of the PIU in driving implementation is an important highlight of the project.** The PIU was staffed and financed by the state government and the Project Coordinator of the PIU strove to ensure that the steps set out in the PAD were followed religiously. The Program Action Plan was robust and useful for addressing gaps in the government system and capacity issues.
- **Stakeholder engagement on a continuous basis was critical in OGSTEP's success.** Internally, bottom-up consultation made the implementers in MDAs feel that they were fully consulted, and their views were considered. Process flows were developed and shared in MDAs. This allowed each MDA to see how their work fed into the wider state agenda.

- **The competence of the IVA and that of the PIU was critical to the success of OGSTEP's instrument. Success of the OGSTEP instrument depended on the integrity of verification data provided, and the involvement of an independent verification firm helped ensure this integrity.** The decision to conduct verification of Program activities based on the verification protocol by an independent verification firm was key to the success of the program. This approach enabled the firm to validate whichever data were presented to the team using investigative mechanisms. The PIU completed the hiring of the IVA following the Bank's laid out procurement procedures. This ensured timeliness and that the process was not compromised and was thorough. The IVA was hired through direct selection and the contracting renewed on an annual basis based on competence and performance. The PIU also established a strong M&E for tracking DLI progress using information and communication technology (ICT). The verification exercise constituted physical visits to lead agencies and reviews of reports, documents, online databases, and computations based on the requirements detailed in the verification protocol. Each DLI was benchmarked and rated against the agreed end target in the PAD and the PIM.
- **Communication and sensitization were key elements of effective implementation of the OGSTEP.** The OGSTEP benefitted from having a high visibility in Ogun State and enjoyed broad support from all stakeholders. This was partly owing to a communications strategy, extensive awareness campaigns, and advocacy visits by the government officials to the community on the project's objectives and deliverables. Collaboration with the Federal Government and the State's House of Assembly made the program implementation excel.
- **The use of ICT for result-based monitoring of OGSTEP instruments should be encouraged.** To ensure proper supervision and timely achievement of targets, the OGSTEP PIU developed an interactive monitoring dashboard that summarizes DLI data on a regular basis. The dashboard allowed the PIU to keep track of all DLIs with the help of the lead agencies. The PIU was able to resolve difficulties with DLIs that were unlikely to meet targets as a result of this. For future project design, the M&E tools should include results monitoring dashboards for flexibility and real-time data reporting where possible.

## **APPENDICES**

**APPENDIX 1 -  
TERMS OF REFERENCE**

## TERMS OF REFERENCE (TOR) FOR THE CONSULTANT IMPACT ASSESSMENT

<b>I. POSITION INFORMATION</b>	
<b>Project Title</b>	Ogun State Economic Transformation Project (OGSTEP).
<b>Job title</b>	Impact Assessment Consultant
<b>Report To</b>	The Project Coordinator (OGSTEP)
<b>Duration of employment</b>	4 Months
<b>Type</b>	Firm
<b>Duty Station</b>	Abeokuta, Ogun State

### **I. BACKGROUND INFORMATION**

The Ogun State Economic Transformation Project (OGSTEP), is a World Bank supported intervention in the State engineered to address the critical binding constraints associated with national recession caused by decline in oil revenues, which significantly affected fiscal revenues and government ability to provide critical building blocks that increase private sector participation in the economy of the State.

Therefore, the Project Development Objective (PDO) of OGSTEP is to support Ogun State government's deliberate efforts to increase the participation of the private sector in the State's economy with focus on improving the business-enabling environment, strengthening agri-food value-chains and upgrading skills. This is to be achieved through the development of policies and programs that change the State narratives across four strategic sectors; Industry, Agriculture, Skills and Public Sector Management.

It is within this context that OGSTEP, in the last four years of implementation, has been institutionalizing new processes/methods on Business Enabling Environment (BEE), supporting farmers with game-changing inputs, top-notch initiative as well as extension services and upgrading skills not only through the institutionalization of new pedagogical methods for Senior Secondary Schools and Institutional Development Plans (IDP) for Technical Colleges but also by training youth, women and farmers in areas of Business Development Organization (BDO), literacy and Skills. All these would unequivocally produce a set of circumstances that will have both social and economic impacts on the beneficiaries and stakeholders that the project interfaced with.

#### **Introduction**

The assessment will primarily look at the success of the Project in achieving its Project Development Objective, "The Project Development Objective (PDO) is to increase the participation of the private sector in the economy of Ogun State with a focus on improving the business-enabling environment, strengthening agri-food value-chains and upgrading skills." and other key outcomes and achievements of the Project both in terms of economic and social impacts

OGSTEP intends to engage a firm to conduct a comprehensive impact evaluation of the project's activities. This initiative is crucial because OGSTEP operates as an evidence-based

project, requiring that reported efforts, successes, and achievements be substantiated by verifiable accounts and reports. Thus, the successful firm would be expected to use project data and suitable impact assessment survey tools to collect data that would be employed to evaluate the project outcomes and impacts.

## II. OBJECTIVE

The Consultant shall be under the supervision and coordination of the Project Coordinator supported by the Safeguard/Gender and M&E Consultants. The firm would be responsible for the evaluation of the social and economic impacts of the different project intervention (All sectors and Units).

The primary objectives of this assessment are to:

5. Measure the effectiveness and efficiency of project activities in advancing the Project Development Objectives (PDOs).
6. Evaluate project impact on enhancing sustainability and long-term benefits and of the project.
7. Evaluate project achievements on additional key economic and social outcomes
8. Provide key lessons and learnings from the Project to inform future development programs.

## III. SCOPE OF WORK

The Impact Consultant will prepare a detailed report following the outline provided below. The consultant will carry out the following specific tasks without it being exhaustive. S/He will be responsible for the gathering of information from stakeholders and across sectors where the project had made impact and will analyse the impact to deduce the extent to which the project has attained its Project development Objectives (PDOs), the intermediate and additional results indicators.

Outline-

### I. Project Context and Development Objectives

#### a. Context and Description of Project at Time of Design and Development

This section should: Provide a concise narrative on the national and sectoral context at the time of project design. Highlight the priorities, challenges, and opportunities that informed the project's design. Explain the alignment of the project's objectives with national strategy documents and sectoral goals relevant to the issues the project was designed to address.

Detail the project's theory of change, including key assumptions, interventions, and expected outcomes.

Include a description of the target beneficiaries and their anticipated benefits from the project.

b. Significant Changes During Implementation

This section should: Summarize any significant changes to the project's scope, scale, implementation arrangements, or timeline during execution including any funding reallocations, and cancellations. Provide the rationale for these changes, supported by information from project documents.

Evaluate how these changes impacted the project's intended results and theory of change.

**II. Outcome**

a. Relevance of Objectives

This section should evaluate: The consistency of the project's objectives with state and national priorities, including updated goals or emerging challenges during implementation.

How well the project addressed critical sector issues and the needs of its beneficiaries.

The relevance of the objectives at the time of project closing, considering the current state and national context and priorities.

b. Achievement of Objectives (Efficacy)

This section should: Assess the degree to which each of the stated project objectives was achieved. Break down the analysis by intended outcomes, linking them to specific outputs and activities. Use evidence from the project's monitoring and evaluation data to support findings, ensuring clear attribution of results to project interventions.

Provide a systematic evaluation covering both outcome indicators and unintended results.

Outcome Indicators: Analyze whether the outcome indicators were achieved or exceeded, including a discussion of any shortcomings or partial achievements.

Unintended Results: Discuss both positive and negative unintended outcomes, such as broader systemic impacts or adverse effects on certain stakeholders.

c. Efficiency

This section should: Evaluate how well project resources were used to achieve the stated objectives, with a focus on:

(i) Economic Efficiency:

Compare actual project costs to outputs and outcomes achieved.

Analyze the cost-effectiveness of specific interventions compared to alternative approaches or benchmarks. Discuss any economic analysis conducted during design and implementation, such as cost-benefit or cost-effectiveness analysis, and whether actual results aligned with the projections.

(ii) Operational Efficiency:

Analyze the timeliness of project implementation, including delays, bottlenecks, and corrective actions taken. Assess the efficiency of project management structures and coordination mechanisms, including procurement, financial management, and reporting.

Value for Money: Consider whether the project delivered results at the lowest feasible cost while maintaining quality standards.

Include the following specific considerations:

Implementation timelines: Discuss the causes and impacts of delays, if any, and how they were addressed.

Utilization of Resources: Evaluate how project resources (financial, human, and technical) were allocated and whether they were under- or overutilized.

Administrative Costs: Assess whether administrative overheads were reasonable in relation to the scope and scale of the project.

Comparison to Similar Interventions: If possible, benchmark the project's efficiency against similar projects in the sector or region.

d. Other Outcomes and Impacts (if any)

This section should: Highlight any additional or unintended outcomes, including positive or negative impacts. Discuss broader social, economic, or environmental effects of the project beyond the stated objectives. **[This will be a key section in terms of original contribution of the Consultant Firm].**

The project will assess other outcomes not captured in the M&E framework of the project. This may include impacts on job creation, wage growth, and the mobilization of private capital, where applicable. Other potential indicators include increase in production capacity, adoption of climate smart and carbon efficient technology, income diversification, increase in business revenues, changes in agricultural productivity and outputs, income diversification, investments etc., These outcomes will provide additional insights into the broader economic and social effects of the project, extending beyond its immediate objectives.

The analysis will assess the project's impacts on women, youth, and marginalized groups, focusing on areas such as, education, skills training, income generation, and participation in decision-making. Data will be collected and analyzed to disaggregate project outcomes by gender and youth, using targeted surveys, interviews, and focus groups to ensure representation of female beneficiaries and vulnerable groups. The assessment will also

highlight outcomes related to gender equality, youth inclusion, and equitable access to resources and opportunities.

### III. Key Factors that Affected Implementation and Outcome

#### Key Factors During Implementation

This section should: Identify external factors, such as political changes, natural disasters, or economic shocks, that influenced implementation and outcomes.

Discuss the effectiveness of adaptive measures taken during implementation.

### IV. Compliance Issues, and Risk to Development Outcome

#### a. Quality of Monitoring and Evaluation (M&E)

This section should: Assess the design, implementation, and utilization of the M&E system.

Evaluate the clarity and measurability of indicators, the robustness of data collection and analysis methods, and the timeliness of reporting. Examine how effectively M&E data informed project adjustments and decision-making during implementation. Rate M&E quality based on adequacy in tracking progress toward achieving objectives.

#### b. Challenges and solution in implementing social, environmental and fiduciary guidelines

This section should: Examine the environmental and social safeguard guidelines that were relevant for the project, and summarize how any issues related to it were managed and mitigated. Assess financial management, procurement processes, and adherence to governance standards. Highlight challenges or shortcomings and how they were addressed during implementation.

#### c. Risk to Development Outcome

This section should: Identify risks that may affect the sustainability of the project's outcomes, such as financial, technical, environmental, or political risks.

Assess the likelihood of these risks materializing and their potential impact. Recommend mitigation measures or strategies to ensure sustainability.

### V. Lessons Learned and Recommendations

This section should: Highlight critical lessons drawn from the project's preparation, implementation, and outcomes. Focus on transferable insights that can inform the design and implementation of future projects. Provide actionable recommendations to improve project effectiveness, efficiency, and sustainability.

## Data Sources for report

- Create a plan based on report outline for gathering relevant data to. This may include, but is not limited to secondary and administrative data, primary data - surveys, interviews, focus groups discussion including stakeholder engagement in beneficiary communities and individuals, and relevant counterfactuals
- Utilize all project documents (PAD, PIM, ESMF, RPF, Aide Memoires, and ESMP among others) and all monitoring and evaluation documents, used by PIU for monitoring of project.

## Suggested Methodologies for Data Collection and Analysis as Needed

- Develop Data Collection Methods and Tools**
- Mixed-Method Data Collection:** Use a combination of quantitative (surveys, structured interviews) and qualitative (focus groups, case studies) methods to gather diverse perspectives and robust data on economic impacts.
- Surveys and Questionnaires:** Design surveys to capture quantitative economic data from project beneficiaries, local businesses, and government departments involved with OGSTEP.
- In-Depth Interviews:** Conduct interviews with key stakeholders, such as business owners, local government officials, and economic analysts, to gain insights into OGSTEP's economic impacts and challenges.
- Focus Group Discussions:** Facilitate focus group discussions with beneficiaries across various sectors (agriculture, education, infrastructure) to obtain qualitative data on economic changes due to the project.
- Secondary Data Review:** Leverage state economic reports, industry publications, and government databases to complement primary data and establish context for economic changes in Ogun State.
- Administrative Data from MDAs (Ministries, Departments and Agencies):** Leverage administrative data from the various MDAs including the IPA, Land Department, Department of Agriculture, Education and other MDAs related to the Project.
- Spatial and GIS Analysis:** Use Geographic Information System (GIS) tools to map economic changes across regions within Ogun State, especially in project catchment areas, to analyze spatial economic impacts.
- Cost-Benefit Analysis Tools:** Employ cost-benefit analysis tools to quantify economic returns and efficiency, comparing project costs to measured economic benefits over time.

### Define Baseline and Counterfactuals

**Baseline Assessment:** Establish a baseline by gathering pre-intervention economic data from project catchment areas, including income levels, employment rates, business revenues, and IGR.

**Counterfactual Scenario:** Develop counterfactual scenarios (i.e., what would have occurred without OGSTEP) using comparable data from similar regions without intervention or through econometric modeling techniques.

**Create Reporting and Visualization Standards**

**Data Presentation:** Establish guidelines for presenting economic impact data, including charts, tables, and infographics, to make complex economic results accessible to stakeholders.

**Spatial Mapping:** Incorporate spatial mapping tools to visualize economic changes geographically, such as increases in investment or shifts in income distribution.

**Regular Updates and Feedback Mechanisms:** Provide guidance on incorporating quarterly or semi-annual economic impact updates and feedback mechanisms to refine the assessment framework over time.

**Case Studies of Beneficiaries:** Document some interesting case studies of beneficiaries from the project.

**Alignment with National and International Standards**

**Alignment with Development Frameworks:** Ensure the framework aligns with national economic priorities, the Ogun State Economic Transformation Project's Project Development Objectives, and relevant Sustainable Development Goals (SDGs) focused on economic growth and poverty alleviation.

**Benchmarking and Comparisons:** Identify comparable projects or regional economic benchmarks to position OGSTEP's impact within a broader economic context, enabling comparisons to similar programs.

**IV. DUTIES AND RESPONSIBILITIES OF THE CONSULTANT**

**The Duties and Responsibilities of the Consultant shall be;**

- i. **Conduct literature review and desk research:** Review relevant documents, reports, and data related to the project and its objectives.
- ii. **Design the impact assessment methodology:** Develop a robust methodology for assessing the impact of the project.
- iii. **Develop social and economic impact indicators:** Develop a set of indicators that will be used to track the social and economic impact in addition to the indicators from the Project M&E
- iv. **Collect and analyze data:** Gather data through surveys, interviews, focus group discussions, and other methods, and analyze it to identify trends, patterns, and correlations.
- v. **Conduct stakeholder analysis to review the effectiveness of the management plan and engagement:** Assess, engage and evaluate key stakeholders' impact, including beneficiaries, project staff, local authorities, and partners.
- vi. **Assess project impact:** Evaluate the project's impact on sustainable farming practices, vocational training, entrepreneurship support, gender equality,

<p>vii.</p> <p>viii.</p> <p>ix.</p> <p>x.</p> <p>xi.</p> <p>xii.</p> <p>xiii.</p> <p>xiv.</p>	<p>social inclusion, and environmental sustainability, ease of doing business, land administration.</p> <p><b>Identify best practices and lessons learned:</b> Document successful strategies, challenges, and lessons learned from the project.</p> <p><b>Proffer recommendations and develop framework for sustainability:</b> Provide actionable recommendations for project improvement and scaling up, and develop a framework for monitoring and evaluation sustainability.</p> <p><b>Write and submit reports:</b> Prepare comprehensive reports, presentation, data analytics and case studies highlighting the project's impact and recommendations.</p> <p><b>Present findings and recommendations:</b> Present the results to stakeholders, including project staff, beneficiaries, and local authorities in user friendly manner.</p> <p><b>Analyze and report on quality and timeliness:</b> Ensure the deliverables meet the required standards and are submitted on time.</p> <p>Collaborate with project staff and stakeholders to ensure effective data collection and analysis.</p> <p>Ensure the project's alignment with national and international development frameworks and goals(e.g. SDGs).</p> <p>Maintain accurate records and documentation of the impact assessment process.</p>	
<p><b>Sustainability and Knowledge Transfer</b></p>		
<p>The assessment will include a sustainability framework to ensure continued monitoring and benefit retention post-project. The firm is also expected to provide training sessions for OGSTEP staff to enhance capacity in impact assessment methodologies and data analysis.</p>		
<p><b>REPORTING AND COMMUNICATION</b></p>		
<p>The consultancy firm will maintain regular communication with the OGSTEP Project Coordinator and will be responsible for timely and transparent reporting of progress. All reports should include:</p> <ul style="list-style-type: none"> <li>• Visual data presentations (graphs, tables, and maps) for clarity.</li> <li>• Executive summaries and detailed recommendations aimed at policymakers and stakeholders.</li> <li>• Stakeholder feedback sessions to share findings and incorporate insights.</li> </ul>		
<p><b>DELIVERABLES AND MILESTONE PAYMENT:</b></p>		
<p>i.</p>	<p><b>Inception Report:</b> A short inception report to define the scope of work and proposed timeline outlining the approach to be taken and key assumptions.</p>	<p>30%</p>
<p>ii.</p>	<p><b>A Power Point Presentation:</b> A PPT presentation (max 25 slides) in English, outlining main outcomes of the Assessment.</p>	<p>20%</p>

<p>iii. <b>Mid-Term Report:</b> A detailed deep dive into progress status with insights into what went well and new knowledge areas.</p>	<p>20%</p>
<p>iv. Comprehensive final report with detailed findings, analysis, and recommendations.</p> <p><input type="checkbox"/> Executive summary designed for dissemination to broader stakeholders, including policymakers and community leaders.</p>	<p>30%</p>

<p><b>V. RECRUITMENT QUALIFICATIONS/ COMPETENCIES</b></p>		
<p><b>Firm Requirements</b></p>	<p><b>Status</b></p> <p>The selected Consultant(s) for this Assignment will be a firm or a group of firms with lead experts combining a mix of the following skills:</p> <ul style="list-style-type: none"> <li>• Significant experience at developing and implementing Social and Economic assessments based on cost-benefit analysis principles and social impact.</li> <li>• Strong experience and ideal publication track record in the field of Social and Economic assessment of industrial projects.</li> <li>• Understanding of, and experience with work with development projects.</li> <li>• Experience in producing visual materials to show the output of Social and Economic assessments, use of data and analytics.</li> <li>• Demonstrative evidence of communicating the output of economic and social impact assessment for senior decision-makers in the Public Sector</li> <li>• Strong quantitative and statistical skills for data work; use of data and analytics</li> </ul> <p><b>N.B:</b> The experience above should be backed by a list of the delivered reports as well as citations in reputed forums.</p>	
<p><b>Consultancy Team</b></p>	<p><b>Expert</b></p> <p>The Consultancy’s team should comprise of experts listed hereinafter:</p> <p><b>Lead Expert (Economist)</b></p> <ul style="list-style-type: none"> <li>• Must possess, at least, a Master’s Degree in Economics or Development Studies with certification in project management or monitoring and Evaluation</li> <li>• Preferably 10 years’ experience in development project assessment;</li> <li>• Experience in conducting impact assessment and strategy development.</li> <li>• Proven ability to conduct cost-benefit and cost-effectiveness analyses for project in the Public Sector.</li> <li>• Excellent knowledge and professional experience of using different analytical and research skills.</li> <li>• Highly computer literate with demonstrable proficiency in Microsoft Word, Excel and PowerPoint</li> </ul>	

	<ul style="list-style-type: none"> <li>• Excellent audio-oral Skills (speaking and listening) in English Language and report-writing skills;</li> <li>• Proven ability to work under pressure and meet strict deadlines;</li> <li>• Proven ability to work effectively as a team lead and/or member.</li> </ul> <p><b>Expert No 2 (Sociologist)</b></p> <ul style="list-style-type: none"> <li>• Must possess, at least, a Master's Degree in Sociology, Social Work and related fields</li> <li>• Must have at least 5 years' experience in rural community intervention project with proven skill of a good community entrance and exit strategy</li> <li>• Additional Experience on Gender Issues</li> <li>• Demonstrate the ability to engage with the community and conduct stakeholder engagement effectively.</li> <li>• Highly computer literate with demonstrable proficiency in Microsoft Word, Excel and PowerPoint</li> <li>• Excellent audio-oral Skills (speaking and listening) in English Language and report-writing skills;</li> </ul> <p><b>Expert No 3 (Statistician)</b></p> <ul style="list-style-type: none"> <li>• Must possess, at least, a Master's Degree in Statistics, Economics or Econometrics</li> <li>• Must have at least 6 years' experience in designing and conducting survey; Excellent knowledge and professional experience of using different analytical and research skills.</li> <li>• Must quote and be ready to share, at least, three (3) previous surveys completed.</li> <li>• Highly computer literate with demonstrable proficiency in Microsoft Word, Excel and PowerPoint</li> <li>• Excellent audio-oral Skills (speaking and listening) in English Language and report-writing skills;</li> </ul>
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<p><b>VI. CONSULTANCY FEE</b></p> <p>The consultancy fee will be determined based on the firm's experience, proposed methodology, and team qualifications. The fee will be structured according to the payment milestones tied to deliverables.</p>
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**APPENDIX 2 -  
DATA COLLECTION PLAN**

**Data Collection Plan**

Data collection methods and stakeholders' involvement by evaluation questions.

S/N	Evaluation Questions	Data Collection methods	Stakeholders to be covered						
			PIU	MDAs <sup>1</sup>	CSOs <sup>2</sup>	Beneficiaries	Community leaders	Consultants <sup>3</sup>	Implementers <sup>4</sup>
1.	What is the performance of the project indicators against the end targets in the results framework?								
1.a.	How successfully has the project's objective been achieved?	<i>Document analysis, site visitation, KIIs</i>	X						
1.b.	To what extent are the RF targets met in line with the performance indicators?	<i>Document analysis, site visitation, KIIs</i>	X						
1.c.	Were the project's interventions effectively carried out to achieve the intended goals for each component and subcomponent? To what extent were the intended goals accomplished? What are the differences and reasons behind such differences?	<i>Document analysis, site visitation, KIIs</i>	X						

<sup>1</sup> Includes the Project Technical Committee members and LGA stakeholders?

<sup>2</sup> Includes NGOs, CBOs, CBAs etc.

<sup>3</sup> Consultants engaged in the development of mostly the non-structural deliverables. This also includes the Project Management Consultancy (PMC).

<sup>4</sup> Companies that implemented infrastructural works

1.d.	What comparison can be drawn between the planned outputs and achieved outcomes?	<i>Document analysis, site visitation, KIs</i>	X						
1.e.	What bills/laws have been developed for economic transformation and development by the state government as a result of the project?	<i>Document analysis, KIs</i>	X	X					
2.	What is the effectiveness of stakeholders' coordination and management structures which were put in place?								
2.a.	What is the bandwidth and quality of supervision during the implementation from the PSC and PTC structures?		X	X				X	X
2.b.	How effective are the PSC and PTC structures? How often do they meet?		X	X					
2.c.	Is there strategic coordination between Federal and State MDAs on economic transformation management? Are there Memorandum of Association (MOUs) between the Office of the Ogun State Governor and relevant Federal MDAs such as CBN, Federal Ministry of Finance, Federal Ministry of Budget and Planning, Presidential Economic Coordination Council (PECC)?		X						

2.d.	What is the degree and nature of stakeholders' involvement in decision-making regarding component activities (including project selection, implementation, and supervision)?			X	X	X	X		
2.e.	What is the degree of collaboration with the key stakeholders in carrying out the project's components?			X	X	X	X		
3.	What is the impact evaluation of the project design and implementation approaches for structural and non-structural components?								
3.a.	What is the impact of interventions on beneficiaries and their satisfaction with different elements of the project?					X			
3.a.i	What's the impact of the interventions (under project subcomponents 1.2 and 1.3) on the targeted beneficiaries? What is the beneficiaries' perception of project success?	Townhall meetings, Survey, FGDs				X	X		
3.a.ii	What is the impact of the compensations, resettlement programs and livelihood restoration programs on the beneficiaries?	Townhall meetings, Survey, FGDs				X	X		

3.a.iii	Are the beneficiaries satisfied with the approaches or methods used in the community stakeholders' sensitisation and mobilisation towards participation in component activities?	Townhall meetings, Survey, FGDs				X	X		
3.a.iv	Are the beneficiaries satisfied with the project-level grievance redress mechanism?	Townhall meetings, Survey, FGDs				X	X		
3.a.v	Are the beneficiaries satisfied with the identification of community stakeholders' priorities and project sites?	Townhall meetings, Survey, FGDs				X	X		
3.a.vi	What are the demographic, social (including gender) and economic characteristics of the beneficiaries? What percentage of them are female?	Townhall meetings, Survey, FGDs				X			
3.a.vii	What are the perceptions and opinions of the beneficiaries on the relevance of the interventions to communities in addressing their economic needs?	Townhall meetings, Survey, FGDs				X	X		
3.b.	What is the consistency of construction works with engineering designs?	Document analysis, Site visitation							X

3.b.i	Are the design and construction drawings and specifications consistent with what was implemented?	Document analysis, Site visitation								X
3.b.ii	Are the infrastructural investments consistent with the environmental, social, policy and institutional objectives of the project?	Document analysis, Site visitation								X
3.b.iii	Are there key observations from the technical works' reports?	Document analysis								
3.b.iv	Were all infrastructures completed at the end of the project	Site visitation, FGDs	X							
3.b.v	Did the project achieve the target of 150 km of length of feeder roads?	Site visitation, FGDs	X							
3.b.vi	Was 150km of feeder roads constructed to link economic transformation management infrastructure?	Site visitation, FGDs	X							
3.b.vii	Was the rehabilitation of schools, educational centres, sexual assault referral centres, laboratories achieved?	Site visitation, FGDs	X							
3.c.	Have these non-structural deliverables been developed, validated and operationalized under the project's subcomponents 1.1, 2.1 to 2.3? Are they currently in use? Are they currently functional? In what	FGDs	X	X						

	ways have they been implemented?								
3.d.	How effective were the non-structural deliverables of the project under subcomponents e.g: ESMPs, ESMF, ESIA, Grievance Redress Mechanisms (GRMs), RPF, Livelihood Restoration Programs and RAPs from the perspective of the beneficiaries?	Klls, Surveys, FGDs	X	X		X	X		
3.e.	What is the extent and quality of Environmental and Social (E&S) supervision during implementation?	Klls	X						
3.f.	What's the impact of the non-structural interventions on the targeted beneficiaries?	Klls, Surveys, FGDs				X	X		
3.g.	Are economic transformation capital investment program adopted for targeted sites?	Klls	X						
3.h.	In what ways were the capacity of relevant stakeholders built on economic transformation as part of the project?	Klls	X	X					
3.i.	How many beneficiaries benefit from the capacity development activities?	Klls	X	X					

3.j.	Is there improved institutional coordination on economic transformation?	Document analysis, Klls	X	X				X	
3.k.	What are the findings from the environmental and social analysis of the project components as at the close of implementation (including post-environmental and social impacts of completed intervention works)	Document analysis, Site visitation						X	
3.l.	In what ways did the project impact the processes, knowledge and the ways of working of the PIU and other government partners?	Kll	X						
4.	What is the effectiveness of the institutional arrangements and interplay of regulatory and legal frameworks on the project components' implementation?								
4.a.	Are/Were there institutional controls in promoting transparency, preventing misuse of resources, increasing technical expert participation, and enforcing fiduciary oversight like financial and procurement management during the	Document analysis, Klls, FGDs	X	X				X	X

	implementation of the components?								
4.b.	What is/was the suitability of these institutional controls?	Document analysis, KIIs, FGDs	X	X				X	X
4.c.	To what extent are the project components aligned with or in conflict with similar programmes/projects implemented by the State Government?	Document analysis, KIIs, FGDs	X	X				X	X
4.d.	What is the impact of extant policies prevailing at the design stage and during the project implementation on the results achieved by the Project	Document analysis, KIIs, FGDs	X						
5.	What is the overall design quality of the project components from the perspective of relevance and applicability?	Document analysis, KIIs, FGDs	X	X	X			X	
5.a.	Does the project components' design quality meet the set objective in terms of relevance, effectiveness, and efficiency?	Document analysis, KIIs, FGDs	X	X	X			X	
6.	What are the quality, functionality, and sustainability of the interventions?								

6.a.	What is the robustness of the quality control mechanisms instituted by the project in implementing the project components?	Document analysis, Klls, FGDs	X					X	X
6.a.i	What is the quality of implemented works?	Site visitation							X
6.a.ii	Were technical experts involved during the design and executions of the interventions?	Klls	X					X	X
6.a.iii	What is the cost-effectiveness of the implementation of the projects?	Document analysis, Site visitation	X					X	
6.a.iv	What are the safeguards frameworks - compliance to relevant standards triggered on the Project?	Klls, Document analysis	X						X
6.b	What is the functionality and resilience of the various infrastructures constructed through the project components?	Surveys, FGDs and/or Klls, Site visitations	X			X	X		
6.b.i	What is the extent of utilization and measures of flow of benefits?	Surveys, FGDs and/or Klls				X	X		
6.c.	Are systems such as institutions, regulations, and processes in existence for maintaining and sustaining assets/infrastructures provided under the project component (political, technological, legal, economic, social and	Document analysis, Klls	X						

	environmental sustainability)?								
6.d.	Are systems such as institutions, regulations, and processes in existence for maintaining and sustaining the non-structural deliverables under the project? (political, technological, legal, economic, social and environmental sustainability)	Document analysis, KIs	X						
6.e.	In what ways have the project interventions improved communities' economic status?	Surveys, FGDs				X	X		
7.	What are the findings from the financial and economic analysis of the project components as at the close of implementation?								
7.a.	In what ways did the performance of the components contribute to the overall performance of the project?	Document analysis							
7.b.	What is the comparison between the expected results from the allocations and disbursements to the project's components and the actual financial statements? Were the finances properly utilized?	Document analysis, Site visitations							

7.c.	What conclusions are drawn following the comparison between the results from the financial and economic analyses and the planned analysis results outlined in the Project Appraisal Document?	Document analysis, Site visitations								
7.d.	How efficient was the utilization of funds for the components' interventions?	Document analysis, Site visitations								
7.e.	What are the lessons learned and challenges encountered in the financial and economic management of the project?	Document analysis								
7.f.	What are the recommendations/proposed strategy changes for implementation considering the financial and economic analysis results?	Document analysis								
8.	What are the challenges faced in the implementation of the economic transformation project, the recommendations to mitigate the challenges, key lessons learned and best practices that can be used for future programming?									
8.a.	What are the challenges experienced during implementation which may have impeded the full achievement of the project									

	objective and the components?								
8.b.	What are the recommendations to mitigate these challenges by components?	Klls and/or FGDs	X	X	X			X	X
8.c.	What are the lessons learned in the six years of project implementation: social, environmental, M&E, financial and programmatic	Klls and/or FGDs	X	X	X			X	X
8.d.	What are the non-intended outcomes?	Klls and/or FGDs	X	X				X	X
8.e.	What best practices can be used in future programming of the project components?	Klls and/or FGDs	X	X	X			X	X
8.f.	Is the state government currently positioned and have the capacity to sustain the assets at the expiration of the Ogun State Economic Transformation Project (OGSTEP)?	Klls	X						
9.	What are the strategic changes that can be undertaken to improve future implementation of project components for better achievement of the Project objectives?	Klls and/or FGDs	X	X	X			X	X

**APPENDIX 3 –  
LITERATURE AND DOCUMENTATION REVIEWED FOR THE INCEPTION REPORT**

**LIST OF LITERATURE REVIEWED**

1. Project Appraisal Document (PAD)
2. Project Implementation Manual (PIM)
3. Environmental and Social Management Framework (ESMF)
4. Resettlement Policy Framework (RPF)
5. Aide Memoire (3 no.)
6. E&S Safeguard Instruments (ESIAs, ESMPs, RAPs, ARAPs, etc.)
7. Grievance Redress Mechanism (GRM)
8. Strategic Environmental and Social Assessment (SESA) Reports
9. RAP Implementation Completion Reports
10. Stakeholders Engagement Plan (SEP) etc.
11. Project Restructuring Paper
12. OGSTEP Beneficiaries Profiling – A concept Note

**APPENDIX 4 –  
LIST OF PROJECT SITES**

<b>Contractor's Name/Lot #</b>	<b>Site Name/Location</b>
<b>BEE -</b> Okenla Enterprise – Lot 1	Ijebu-Ode Zonal Planning Office
	Isheri/Ibafo Zonal Planning Office
	Sagamu Zonal Planning Office
<b>BEE -</b> DC Engineering Ltd – Lot 2	Data Centre, Oke Mosan, Abeokuta
	Central Zonal Planning Office, Oke Mosan, Abeokuta
	HQ Zonal Planning Office, Oke Ilewo, Abeokuta
	Zonal Planning Office, Ota
Structmatics Engineering Company – Lot 2 (Ijebu Zone)	Ijebu-Ode Grammar School, Ijebu-Ode
	Adeola Odutola College, Ijebu-Ode
	Our Lady of Apostle, Ijebu-Ode
	Molusi College, Ijebu-Igbo
	Ijebu Muslim College, Ijebu-Ode
Bright Garden Resources– Lot 4 (Remo Zone)	Muslim Girls High School, Ijebu-Ode
	Christ Apostolic Grammar School, Iperu
	Mayflower Secondary School, Ikenne
	Remo Secondary School, Sagamu
	Remo Divisional High School, Sagamu
Fa'arb Global Resources – Lot 3 (Yewa Zone)	Emeritus Prof. Ogunlesi Model College
	Ansar-udeen Comprehensive college, Ota
	Iganmode Grammar School, Ota
	Yewa College, Ilaro
Adio Global Concept Ltd – Lot 1 (Egba Zone)	Comprehensive High School, Aiyetoro
	Area Community School, Owode
	Salawu Abiola Comprehensive High School, Osiele, Abeokuta
	Abeokuta Girls Grammar School, Abeokuta
	Abeokuta Grammar School, Abeokuta
Pucca Systems Engineering – Lot 1	African Church Grammar School, Abeokuta
	Akin Ogunpola Memorial Model College, Akinale
Demski Nig. Ltd – Lot 2	Agency for Mass Education, Abeokuta
Whitewales – Lot 5	GSTC Ayetoro
Lots 3, 4, 6,7 & 8	GSTC Isabo
Keysource Ltd – Lot 1	GSTC Ijebu-Igbo
	GSTCs (Ajegunle, Ijebu-Ode, Igbesa, Ilara-Remo, Idi- Aba)
	Fish Processing Centre, Ikangba
	Fish Processing Centre, Erinwe
	Fish Processing Centre, Lipetoro, Ikenne
	Solar Dryer, Ikenne
	Solar Dryer, Ago-Iwoye
Poultry Pen, Topon, Igbo	
Bluedeck – Lot 2	Cassava Processing Centre, Ibiade
	Warehouse, Sawonjo
	Solar Dryer, Sawonjo
	Solar Dryer, Imeko
	Ware house, Ado Odo
	Solar Dryer, Ado Odo

<b>Contractor's Name/Lot #</b>	<b>Site Name/Location</b>
	Fish Processing Centre, Ilashe
	Cassava Processing Centre, Odan Ijaiye
	Poultry Pen, Mosafejo Ilaro
	Cassava Processing Centre, Ilaro
Structmatics Engineering Ltd – Lot 3	Warehouse, Coker
	Fish Processing Centre, Coker
	Poultry Pen, Ajegunle
	Poultry Processing Centre, Ajegunle
	Warehouse, Ajegunle
	Warehouse, Ilewo Orile
	Solar Dryer, Ilewo Orile
	Solar Dryer, Owowo
Cassava Processing Centre, Isaga	
Kudos Intercontinental Ltd – lot 4	Poultry Pens(10) + Quarters (5), Eweje, Odeda