



Office of the Governor

2024 Transition Committee Report

The Executive Summary

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EXECUTIVE SUMMARY

A New Beginning for Edo State: The Path to Prosperity

In 2016, the people of Edo State embarked on a journey of transformation under the leadership of Governor Godwin Nogheghase Obaseki. His administration entered office during a time when Edo faced noteworthy challenges, including economic recession, infrastructure deficits, and governance gaps. However, with a vision of creating a modern, inclusive, and prosperous society, the Obaseki administration charted a bold new course.

Through the 2016 Edo State Strategy Dialogue, over 150 stakeholders, including government officials, civil society, and private sector leaders, gathered to develop a governance blueprint. This initiative aimed to foster inclusive growth and sustainable development. The results of the dialogue laid the foundation for Obaseki's first-term reforms, with six thematic pillars emerging as key focus areas: Infrastructure Development, Socio-Welfare Enhancement, Culture and Tourism, Environmental Sustainability, Economic Revolution, and Institutional Reforms.

Continuing the Vision: The MEGA Agenda

As Governor Obaseki began his second term in 2020, the administration's commitment to transforming Edo State grew even stronger with the launch of the "Making Edo Great Again" (MEGA) agenda. Building on the achievements of the first term, the MEGA agenda aimed to consolidate reforms, drive further economic development, and enhance the quality of life for all citizens. This ambitious plan targeted key areas such as infrastructure, healthcare, education, security, and industrialization, with a promise of inclusivity, accountability, and efficiency.

The administration now faced the dual responsibility of preserving the successes of the first term while addressing lingering challenges. Alongside, a clear vision for the future, the MEGA manifesto set out to guide Edo toward becoming a modern, prosperous, and progressive society.

About the Executive Summary

The executive summary presented here reflects on the achievements, challenges, and lessons learned from Edo State's development trajectory under the leadership of Governor Godwin Obaseki between 2016 and 2024. This comprehensive review focuses on five key thematic pillars: **Economic Revolution, Arts, Culture & Tourism, Social Welfare Enhancement, Infrastructure Development & Environmental Sustainability, Institutional Reforms**, and the **ICT/Digital Ecosystem**. Each theme highlights significant progress made, the barriers encountered, and offers strategic recommendations to ensure the sustained prosperity of Edo State.

Edo State's developmental journey has been characterized by strategic reforms, groundbreaking projects, and transformative governance aimed at enhancing economic productivity, improving social welfare, and modernizing infrastructure. Governor Obaseki's administration emphasized economic diversification, technology adoption, and human capital development to build a resilient state, capable of withstanding global and local challenges. The following sections detail the achievements, challenges, and lessons learned across key sectors, followed by consolidated recommendations to inform future administrations and stakeholders.

ECONOMIC REVOLUTION, CULTURE & TOURISM

The report evaluated the accomplishments and progress made during the administration of Governor Godwin Obaseki in Edo State. The evaluation was done in alignment with the 2016 and 2020 manifestos, which outlined bold objectives for economic diversification, industrialization, and cultural revitalization. The administration’s goal was to transform Edo into a hub of innovation, cultural pride, and sustainable growth, whilst tapping into the state's unique geographical location and historical significance.

The Landscape

Upon assuming office in November 2016, Governor Obaseki faced a challenging economic landscape marked by declining revenue, mounting debt, and infrastructural deficits. External crises, including two economic recessions in 2016 & 2020, the COVID-19 pandemic, and a nationwide cost of living crisis driven by the removal of fuel subsidy and the liberalization of the foreign exchange market, compounded these difficulties. Despite these challenges, considerable strides were made to stabilize and grow the state's economy, reflected in various macroeconomic and microeconomic indicators.

The state’s GDP grew from ₦2.03tr to 4.09tr between 2016 and 2024 with a growth rate of 12.65% in 2022 due to the economic policies pursued by this administration such as the ease & timely processing of land title documents, low interest loans granted to MSMEs, building of critical infrastructure

and provision of market linkage opportunities amongst others. Also, the administration’s commitment to fiscal transparency and efficiency, positioned Edo as one of the top revenue-generating states in Nigeria. Reforms of the Edo State Internal Revenue Service (EIRS) and the implementation of digital tax collection systems- Edo Revenue Administration System (ERAS), increased taxpayers count from 131,868 in 2016 to 372,968 in 2023. Similarly, internally generated revenue (IGR) increased from ₦23 billion in 2016 to ₦65 billion in 2023, with projections to close at ₦83 billion by 2024. If these reforms in EIRS governance, tax administration, and the broader economic revolution are sustained, the state IGR is projected to hit ₦100 billion and ₦250 billion monthly by 2025 and 2028 respectively.



Investments and Industrialization

The administration's industrialization efforts were exemplified by the Edo State Oil Palm Program, which led to the cultivation of over 70,000 hectares of oil palm, making Edo the leading oil palm producer in Nigeria. Strategic foreign and local investments of over \$2.5 billion led to the establishment of two modular refineries, two ethanol plants, and the expansion of cement



production by Dangote and BUA groups. Additionally, Edo has attracted the largest Chinese community in Nigeria outside of construction, engaging in diverse manufacturing activities.

The administration's investment in airport infrastructure improved nighttime landing capabilities thus increasing number of airlines to five and about twelve flights to Benin daily. The development of the Benin River Port and Edo AMES Inland Dry Port further bolstered Edo's status as an economic hub by serving as gateways for export, diversifying the state's economy. Governor Obaseki also focused on industrial corridors like the Iyanomo Free Trade Zone and Industrial Park, while critical infrastructure projects such as the Ossiomo Power Plant and Edo Modular Refinery also boosted local manufacturing and energy production.

Job Creation and Human Empowerment

Job creation was a cornerstone of Governor Obaseki's administration, surpassing its original target with the creation of over 300,000 jobs. Initiatives like *EdoJOBS* established seven job centers across the state, providing training and employment opportunities for residents. The administration's investor-friendly policies also attracted major retail brands such as Shoprite, Market Square, FordMart, and Jara, etc. creating direct and indirect employment.

The Edo State Government, in collaboration with the Bank of Industry, set up a ₦2 billion MSME fund aimed at supporting local businesses, especially those led by women and youths. Furthermore, 50,000 people received training in digital skills, and a whole lot more in vocational education, and renewable energy thus enhancing employability and workforce mobility. As a result, unemployment decreased from 19% in 2016 to 12% in 2024, emphasizing the administration's commitment to skill acquisition and human empowerment.

Cultural Preservation and Tourism Development

Edo State's unique location as a transportation hub and its rich cultural heritage were leveraged to develop a sustainable income stream through tourism, acting as a key driver of economic growth. The state's tourism master plan outlined the construction of a tourism district in the city center, featuring three museums, the Victor Uwaifo Creative Hub, a School of Archaeology, the rehabilitation of the Benin Moat, and the creation of a rainforest reserve. These initiatives are designed to position Edo as a premier cultural destination, increasing global visibility and attracting tourists.

Governor Obaseki's administration also made remarkable strides in preserving Edo's cultural heritage through the introduction of the Edo State Heritage Protection and Promotion Policy in 2024. This policy ensured the conservation of historical assets, including the nomination of the Benin Moat for UNESCO world heritage status. Major cultural events like NAFEST and EDOFEST attracted nearly 400,000 visitors and generated ₦2.2 billion in revenue, contributing to the state's cultural and economic revitalization. These efforts have also spurred job creation in the tourism sector, such as opportunities for tour guides, further strengthening Edo's economy.

Key Achievements

- **Job Creation:**
 - ✓ Over **300,000 jobs** created through initiatives like EdoJOBS and the Edo Innovates program. Key successes include:
 - **125,932 residents** connected to career services through job centers across Edo's three senatorial districts.

- **3,702 job seekers** matched with employment opportunities during five job fairs.
- Over **2,500 beneficiaries** enrolled on the EdoJOBS portal and learning management system.
- Digital skills training through **Edo Innovates**, which successfully trained over **50,000 people** in technology and entrepreneurship.
- **Revenue Growth:**
 - ✓ Edo's Internally Generated Revenue (IGR) grew from **₦23 billion in 2016** to **₦65 billion in 2023**, marking a **162% increase**. Tax reforms and enhanced business environments contributed to this rise.
 - ✓ Strategic fiscal reforms led to a **36% IGR growth rate in 2023**, positioning Edo as one of Nigeria's leading revenue-generating states.
- **Cultural & Tourism Impact:**
 - ✓ Major cultural events like NAFEST and EDOFEST attracted nearly **400,000 visitors** and generated over **₦2.2 billion** in revenue.
 - ✓ Development of Edo's **Tourism Master Plan**, which included the construction of three museums, a creative hub, and a rainforest reserve, all aimed at bolstering the state's global visibility.
 - ✓ The development of the **Museum of West African Arts (MOWAA) Africa's largest museum**, which will serve as a key cultural and educational hub, dedicated to the preservation and celebration of West African heritage and creative programs.
- **Other Economic Indicators**
 - ✓ 2024 GDP estimated to be N5.3 trillion at 42% growth in 4 years
 - ✓ Unemployment reduced to 12%
 - ✓ Multidimensional Poverty reduced to 12% from 29.4% in 2016
 - ✓ Annual budget grew to N450 Billion in 2024 from less than N100 Billion in 2016

Challenges and Lessons Learned

Despite notable achievements, several challenges hindered the full realization of the administration's ambitious goals. These included the dominance of the informal sector, infrastructure gaps—especially in rural areas—and unresolved legal and bureaucratic hurdles that delayed the revival of key industries like Bendel Brewery. The lessons learned underscore the importance of local capacity building to sustain Public-Private Partnerships (PPPs) and the need for targeted vocational training to support industrialization efforts. Furthermore, adopting climate-smart agriculture is essential to mitigate the risks posed by climate change to food security.

Recommendations

To continue building on Governor Obaseki's legacy, the incoming administration should prioritize the formalization of the informal sector, enhance access to capital for local entrepreneurs, and resolve land tenure conflicts that impede agricultural expansion. Moreover, improving infrastructure, particularly in rural areas, and developing tourism-specific facilities such as improved transportation networks and accommodations, will be vital to sustaining long-term growth.

ICT DIGITAL ECOSYSTEM

A comprehensive analysis of Edo State's Information and Communication Technology (ICT) and digital transformation initiatives under Governor Godwin Obaseki's administration, spanning from 2016 to 2024 was reported. The administration's efforts focused on modernizing civil service operations, promoting digital literacy, improving government efficiency, and transforming Edo into a competitive digital economy.

The Landscape

Edo State's ICT transformation began in 2012 with the establishment of the Edo State Information and Communication Technology Agency (ICTA). Under Governor Obaseki's "Making Edo Great Again" (MEGA) Agenda, these efforts intensified, focusing on the digitalization of the civil service, strengthening e-governance, and enhancing the state's digital infrastructure. By 2020, the administration had expanded its digital vision to include developing Edo into a hub for outsourcing, improving science and technology education, and fostering digital economic growth.

The state's ICT transformation was closely aligned with its broader strategic objectives outlined in the 2016 development agenda, which was built on six thematic pillars: infrastructure development, social welfare, tourism, environmental sustainability, economic revolution, and institutional reforms. The ICT strategy served as a backbone for several of these pillars, supporting broadband development, youth empowerment, improved public service delivery, and e-governance initiatives that were essential to the state's modernization goals.

MDAs Digitalization

Governor Obaseki's administration made considerable progress in advancing Edo's digital transformation through a range of impactful initiatives. The achievements include the development of a robust digital infrastructure, such as the deployment of a fibre optic network across government ministries and the creation of a Tier 3 data centre. These infrastructure investments facilitated smart city projects, e-commerce platforms, and e-payment systems, all of which contributed to Edo's digital economy.

In education, ICT tools were integrated into schools through the EdoBEST initiative, which introduced e-learning platforms to students and civil servants alike. Besides, the "One Laptop per Child" program was launched to promote digital literacy among students. In government operations, platforms such as the EdoGov ERP streamlined internal processes, improving service delivery and operational efficiency. The deployment of Oracle systems enhanced payroll, HR, and financial management across ministries.

The state also made advances in healthcare and agriculture through digital solutions. Telemedicine services were introduced to improve access to healthcare, while agri-tech tools and smart farming solutions supported farmers by providing real-time data for better productivity. Despite these milestones, several ongoing projects, including extending broadband connectivity to rural areas and local governments, remain in various stages of completion.

Key Achievements

- **Digital Infrastructure:**
 - ✓ Deployment of **4,892.71 kilometers of fiber optic cable** across 18 local government areas, positioning Edo as a leader in digital connectivity.

- ✓ Establishment of a **Tier 3 data center** to support e-governance and smart city projects.
 - ✓ Digitalization of the Public Service (Paperless Government)
 - ✓ Deployment of free internet services (**EdoNet**) with about 30,000 daily subscribers
- **Education & Healthcare:**
 - ✓ Integration of ICT tools into the EdoBEST program, enhancing digital literacy among students and educators.
 - ✓ Telemedicine services improved access to healthcare, particularly in rural areas

Key Findings and Analysis

A detailed SWOT analysis revealed several insights about Edo State's digital transformation. The state's strengths lie in strong political leadership, effective public-private partnerships, and a well-defined e-government strategy, all of which help to drive ICT development. Edo also benefits from a growing digital infrastructure and the presence of subject-matter experts who have championed various initiatives.

However, challenges persist. The state continues to face resource constraints, fragmented knowledge management systems, and bureaucratic inefficiencies, which hinder the full realization of its digital potential. There is also a need for standardized IT systems and improved data sharing across ministries. Opportunities abound in the form of a young, tech-savvy population and growing support from international donors. However, the state must navigate threats such as low public digital literacy, cultural resistance to technology adoption, and potential political interference that could disrupt ongoing projects.

Challenges and Lessons Learned

Edo State's digital transformation has been guided by several key policy frameworks. The *Edo State ICT Policy* has prioritized the modernization of government services through broadband deployment and digitalization efforts. The *Digital Economy Policy Framework* has promoted innovation, entrepreneurship, and ICT adoption across critical sectors such as agriculture and healthcare. The *Cybersecurity Strategy* has ensured the protection of the state's digital infrastructure and the privacy of citizens' data.

Despite the presence of these strong policies, challenges remain in their implementation. The 2020-2025 Technology Strategy outlines a vision for a fully digital government that delivers personalized, data-driven services to its citizens, but there is still work to be done in terms of standardizing digital infrastructure and ensuring consistent policy enforcement across all government ministries and departments.

Sustainability and Outlook

Edo State's digital transformation is still ongoing, with several initiatives needing further development, particularly in terms of citizen engagement and service delivery. The report emphasizes the importance of continued investments in digital literacy programs, infrastructure development, and greater coordination between ministries to ensure that the state remains on its current digital trajectory. The long-term sustainability of these efforts will also depend on the continuity of strategic ICT projects.

Recommendations

To sustain the momentum of Edo State’s digital transformation, the report offers several key recommendations. These include strengthening digital infrastructure by expanding broadband networks and smart city initiatives, promoting digital literacy programs among youth and civil servants, and enhancing e-governance platforms across all levels of government. Moreover, the state must continue to develop a robust cybersecurity framework to protect its growing digital infrastructure. Investing in innovation hubs and entrepreneurship will also be crucial for fostering a vibrant digital economy. Finally, it is vital to establish policies that ensure the continuity of digital initiatives beyond political cycles.

INSTITUTIONAL REFORMS

The report emphasized the administration's strategic initiatives aimed at modernizing governance, enhancing public service delivery, improving the justice system, and promoting security, transparency, and accountability within the state. Through the Institutional Reforms Thematic Pillar (IRTP), significant strides were made in reshaping Edo State’s governance framework, civil service, judiciary, local governance, and security infrastructure.

The Landscape

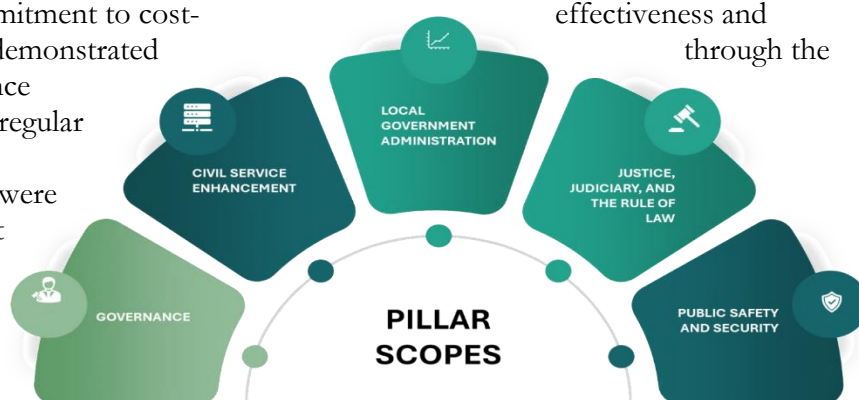
The Institutional Reform Thematic Pillar was established to build a more efficient, accountable, and technologically advanced public service capable of meeting the needs of Edo State’s citizens. Upon taking office in 2016, Governor Obaseki’s administration identified gaps in the state’s institutions, leading to the development of comprehensive reform strategies. The primary focus was on strengthening governance through innovation, capacity building, and the implementation of e-governance systems. The reforms aimed to modernize the civil service, improve service delivery, enhance the rule of law, and build a safer and more secure state.

Governance Reforms and Digital Transformation

One of the central achievements of the Institutional Reform Pillar was the digital transformation of governance across Ministries, Departments, and Agencies (MDAs). The introduction of e-governance platforms such as M-files (an electronic document management system) and e-procurement systems was critical in reducing bureaucratic delays and streamlining government processes. These platforms improved the speed and efficiency of service delivery while enhancing transparency and accountability. By 2024, Edo State had become a model of digital governance, with free internet services expanded across all 18 Local Government Areas (LGAs) to enhance access to public services.

The administration’s commitment to cost-transparency was further demonstrated introduction of performance management systems and regular appraisals of MDAs. This ensured that public funds were utilized efficiently and that projects were completed within budget and on time. In addition, the establishment of the

effectiveness and through the





John Odigie Oyegun Public Service Academy provided continuous training for civil servants, equipping them with the skills needed to thrive in a modern, technology-driven public service. The introduction of a centralized fleet management system also enhanced resource allocation and boosted operational efficiency. This initiative (**Mega Connect System**) optimized the use of state assets, reduced maintenance costs, and streamlined vehicle management, demonstrating a commitment to prudent resource management and effective governance.

Public Service Modernization

The Edo State government prioritized modernizing its civil service, achieving remarkable success through the Edo State Transformation and Enhancement Programme (EdoSTEP). Launched by Governor Godwin Obaseki, EdoSTEP aimed to enhance service delivery, promote good governance, and meet the evolving needs of Edo State residents. The program's score objectives included; Operational Excellence: Preparing the government for optimal performance; Capacity Building: Rebuilding the knowledge base and skill set of public servants; Process Improvement: Enhancing service delivery processes and Technology Integration: Leveraging technology to boost management effectiveness

EdoSTEP spawned numerous initiatives, including: New Public Service Rules, Rationalization of MDAs, Fleet Management, Shared Service Model, MDAs Quarterly Performance Review, PS Appointment Process, Competency Assessment and Capacity-Building Initiatives, Performance-Based Promotions & Quarterly MDAs Performance Reviews and Staff Welfare Improvements. These reforms have positioned the Edo State Public Service as a model of excellence in Nigeria, promoting transparency, accountability, and employee satisfaction. The introduction of the Contributory Pension Scheme (CPS) replaced the outdated Defined Benefit Scheme, ensuring timely pension payments and providing financial security for retirees. By 2024, the administration had disbursed **₦62.64 billion** in pensions and **₦3.83 billion** in gratuities, marking a major milestone in addressing pension arrears.

The administration also improved employee morale by increasing the minimum wage to **₦70,000** by 2024, which helped boost productivity and trust in the government. The **John Odigie Oyegun Public Service Academy** played a central role in training over **15,000 civil servants**, focusing on digital literacy, leadership, and project management. This resulted in a more professional and responsive workforce, capable of meeting the demands of a modern government.

Justice, Judiciary, and Rule of Law

In the justice sector, the Edo State Government made critical investments in infrastructure and legal reforms. The construction of new judicial facilities, including a High Court Complex and an Industrial Court improved access to justice and enhanced working conditions for judicial officers. The administration also introduced several legal reforms, such as the **Edo State Criminal Law of 2022** and the **Violence against Persons Prohibition Law of 2021**, to strengthen the legal framework and protect the rights of vulnerable groups.

To reduce case backlogs and expedite legal processes, the administration established the **Edo State Multi-Door Court-House** and the **Citizens Mediation Centre**, which provided alternative dispute resolution mechanisms. These reforms improved judicial efficiency and access to justice, particularly for citizens in rural areas. However, challenges remain in fully digitizing legal records and expanding access to justice in underserved regions.

Local Government and Traditional Institutions



The administration focused on strengthening local governance and empowering traditional institutions to foster peace and social cohesion. Training programs were rolled out to improve the capacity of Local Government Councils, aligning their operations with state objectives. This helped enhance service delivery at the grassroots level.

Traditional rulers played a key role in promoting community stability and resolving conflicts. The government facilitated the appointment of **58 traditional rulers** and mediated **49 inter/intra-communal disputes**, reinforcing the role of traditional institutions in governance. However, challenges persist in improving revenue generation at the local level, and more efforts are needed to integrate traditional institutions with modern governance frameworks.

Public Security and Safety

Public security was another priority under the Institutional Reforms Pillar. The administration launched the **Public Works Volunteers (PUWOV)** program, which trained over **3,000 community police volunteers** to support law enforcement and enhance security at the grassroots level. The installation of **CCTV cameras** across the state's three senatorial districts and the establishment of the **Solomon Arase Command Centre (EC3)** improved crime prevention and emergency response capabilities. The Edo State Fire Service responded to over **1,400 fire incidents**, while the Edo State Emergency Management Agency (EDOSEMA) provided disaster relief to nearly **880,000** people affected by various disasters.

Despite these successes, challenges remain in expanding surveillance coverage to rural areas and improving fire service response times. Continued investment in security infrastructure and training for law enforcement personnel will be critical to sustaining these reforms.

Key Achievements

- **Digital Transformation:**
 - ✓ The **EdoGov platform** digitized processes across **76 Ministries, Departments, and Agencies (MDAs)**, saving the state over **₦60 billion** through efficient public service delivery.
 - ✓ Over **17,000 civil servants** were trained in the use of the ERP system, enhancing their capacity to meet performance goals.
 - ✓ Re-engineered the state's civil service processes, eliminating redundancies and creating a more efficient system for delivering public services via **EdoSTEP**
- **Judiciary:**
 - ✓ The **Edo State Criminal Law of 2022** and the **Violence against Persons Prohibition Law of 2021** improved access to justice, particularly for vulnerable groups.
 - ✓ New judicial infrastructure, including a **High Court Complex**, enhanced the state's legal capacity.

Challenges and Lessons Learned

Although the Institutional Reform Pillar achieved noteworthy milestones, several challenges hindered the full realization of its objectives. One major issue was the underutilization of capital budgets, particularly in infrastructure projects. Delays in procurement processes and bureaucratic red tape led to project delays and incomplete initiatives. Besides, some MDAs resisted the adoption of e-governance tools and performance management systems, highlighting the need for continuous reorientation and cultural change initiatives.



In the civil service, while many employees benefitted from training programs, capacity gaps remain in certain departments, particularly those with older or less digitally literate staff. Similarly, the full digitization of legal records in the judiciary has not yet been achieved, and access to justice in rural areas remains limited. In public security, the lack of surveillance coverage in rural regions continues to pose a challenge.

Recommendations

The Institutional Reforms Thematic Pillar laid a strong foundation for modern governance, effective civil service operations, and a more responsive justice system in Edo State. The reforms introduced under this pillar have significantly improved transparency, efficiency, and accountability across all sectors. However, addressing challenges related to capital budget utilization, pension arrears, and rural security infrastructure will be critical to ensuring the sustainability of these reforms.

Moving forward, the state should focus on expanding ICT infrastructure, enhancing project management in MDAs, and ensuring the full adoption of performance management systems across all government departments. Investments in capacity building, security, and infrastructure should continue, with a particular emphasis on improving service delivery at the local government level and expanding access to justice in rural areas.

The outlook for the Institutional Reforms Pillar is positive. By sustaining the gains made and addressing existing challenges, Edo State is well-positioned to achieve its long-term development goals and serve as a model of efficient governance in Nigeria.

INFRASTRUCTURE DEVELOPMENT & ENVIRONMENTAL SUSTAINABILITY

The report highlighted the administration's commitment to addressing Edo State's infrastructural needs and environmental challenges, with a focus on long-term sustainability and growth.

The Landscape

The Infrastructural Reforms birthed the **Edo State Regional Development Masterplan** (2023-2053) and the **Benin City Masterplan** to provide long-term roadmaps for policy-making and infrastructure development. These masterplans were critical to guiding the state's development and positioning it as a destination of choice for investment, particularly in infrastructure and environmental management.

Infrastructural development was a major priority for the Obaseki administration, with a clear focus on sustainability and economic growth. The administration worked to improve road networks, enhance public transportation systems, address the state's energy needs, and develop affordable housing projects. Several Ministries, Departments, and Agencies (MDAs) were tasked with implementing these initiatives. Key projects included the establishment of a land use framework, the construction and rehabilitation of roads, the development of public mass transit, and the creation of new housing units, all aimed at improving the quality of life and fostering economic activity.

Roads and Transportation

One of the most prominent achievements under this pillar was the construction and rehabilitation of **746 roads** across all 18 local government areas, covering a total of **1,040 kilometres**, with **186 additional roads** still under construction. This included critical projects such as the construction of a pedestrian bridge at the University of Benin and junction improvement works aimed at alleviating traffic congestion and improving connectivity. In public transportation, the state introduced free bus rides to mitigate the impact of fuel subsidy removal and procured water buses for riverine areas, enhancing access and safety for commuters. The establishment of the **Edo State Transport Authority (ESTA)**, and vehicle inspection centres were also pivotal in improving transportation infrastructure and services.

Housing and Urban Development

The administration made noteworthy progress in the housing sector with the development of **68 and 147 housing units** at Emotan Gardens Estate (Phases 1 and 2), as well as the construction of **26 luxury apartments** at Golf Mews. A flagship initiative was the **Coral City project**-creating a smart & sustainable city, which was aimed to alleviate pressure on existing urban areas. These developments, coupled with the renovation of **94 public buildings**, including government offices and commercial facilities, highlighted the administration's focus on providing affordable housing and improving public infrastructure.

Energy and Power Supply

The energy sector also saw remarkable progress, with the completion of the **CCETC-Ossiomu Power Project**, a **25MW power plant**, which significantly improved the state's power supply to government offices and other critical infrastructure. This project marked a turning point in the state's efforts to address its chronic energy shortages. Plans to expand energy access through small-scale independent power projects (IPPs) are ongoing, demonstrating the administration's commitment to energy sustainability. More so, the enactment of the State Electricity Market law, coupled with the National Electricity Regulatory Commission's approval to transfer regulatory control to the Edo State Electricity Regulatory Commission, marks a major milestone in tackling Edo State's power challenges. This bold move sets the stage for a robust regulatory framework, fostering a competitive electricity market that benefits businesses and residents alike. With the Edo State Electricity Regulatory Commission at the helm, the state is poised to address perennial power issues, unlock economic growth, and enhance the overall quality of life for its citizens.

Environmental Sustainability

In parallel with infrastructural development, environmental sustainability was a core focus of the administration's strategy. The administration aimed to combat deforestation, manage waste, and address flooding and pollution. Several key policies were enacted to support these efforts, including the establishment of the **Edo State Forestry Commission** and the review of the **Environmental Sanitation and Pollution Management Law**. The state also launched meaningful afforestation initiatives, such as the **Ten Million Tree Planting Exercise**, and established forest plantations to promote environmental conservation.

Waste Management and Water Resources

In waste management, Edo State made strides by launching a recycling centre in Benin City and decommissioning the **Iguomo Dumpsite**, while creating two new dumpsites in partnership with private investors. These initiatives improved waste disposal practices and demonstrated the state's commitment to sustainable waste management. In water resource management, the administration constructed **112 water facilities** in rural communities and implemented several flood mitigation measures, such as drainage systems and retention ponds. The creation of the **Edo State Flood**



and Erosion Watershed Management Agency (FEWMA) played a key role in managing flood risks and erosion across the state.

Budget Allocation and Performance

Over the eight-year period, **72.9%** of the approved budget for infrastructure and environmental sustainability was utilized by MDAs, with the roads sector receiving the highest percentage of fulfilled budgeted funds at **79%**. The transportation sector received the least funding. Despite challenges related to the COVID-19 pandemic in 2020, the administration successfully maintained funding for critical projects. This steady allocation of resources enabled the administration to make substantial progress toward its infrastructural and environmental goals.

Key Achievements

- **Roads and Transportation:**
 - ✓ Construction and rehabilitation of **746 roads** spanning **1,040 kilometers**, significantly improving urban-rural connectivity.
 - ✓ Introduction of **free bus rides** and water buses for riverine areas, ensuring safe and affordable transportation for commuters.
 - ✓ Major projects like the **Central Bus Terminal** have streamlined public transport, enhanced road safety and transportation efficiency.
- **Energy:**
 - ✓ Completion of the **25 MW CCETC-Ossiomu Power Plant**, improving electricity reliability for government offices and industries.
 - ✓ Delivery of **10,000 smart meters** and generating over **500 MW of solar-powered electricity** to promote clean energy.
- **Environmental Sustainability:**
 - ✓ The **Ten Million Tree Planting Exercise** and establishment of forest plantations helped combat deforestation.
 - ✓ Waste management improvements, including the construction of **112 water facilities** and flood mitigation systems, improved urban resilience.
- **EdoGIS and Revenue Generation: Over 30,000 Certificates of Occupancy (C of Os)** have been approved since October 2018 generating nearly **₦10 billion in revenue**. This also has helped in reducing the **processing time of Certificates of Occupancy (C of Os)** from **240 days to just 30 working days, indicating an 87.5% improvement in efficiency**.

Challenges and Recommendations

Although considerable progress was made, the report also highlighted several challenges, including inadequate manpower, insufficient project management expertise, and issues related to urban planning. The administration faced difficulties in coordinating MDAs, acquiring sufficient equipment, and providing adequate off-street parking. To address these challenges, the report recommended stronger coordination between government agencies, continued investment in public-private partnerships, and the completion of ongoing projects. It also suggested that budget allocations be strengthened to ensure more consistent progress on projects, especially in transportation and housing.

SOCIAL WELFARE ENHANCEMENT

The report focused on the initiatives aimed at improving the well-being of Edo State citizens, particularly the disadvantaged, through programs in health, education, and social development across 30 Ministries, Departments, and Agencies (MDAs). The administration's vision was to strengthen human capital development, an essential driver for long-term economic growth, social stability, and poverty reduction. By prioritizing investments in these critical sectors, the administration laid the groundwork for a more equitable and productive society.

The Landscape

In 2016, Governor Obaseki's administration initiated a broad socio-welfare reform agenda to address structural inefficiencies and improve service delivery in Edo State. This agenda covered key sectors including health, education, and social development, focusing on enhancing human capital as a critical enabler of economic growth and social stability. The reforms aimed to provide citizens, especially vulnerable groups, with access to quality education, healthcare, and social services. Through these programs, the state government created a more inclusive and equitable society, driving long-term prosperity.

Health Sector

Governor Obaseki's healthcare vision was built on the principles of universal healthcare, the establishment of Edo State as a hub for medical tourism, and the creation of a resilient and well-equipped healthcare system. Central to this strategy was the Edo Health Improvement Program (EDOHIP) with a mission to provide efficient, accessible, and sustainable healthcare, targeting both primary and specialized care. The state further committed to improving healthcare financing through innovative funding models, reducing out-of-pocket expenses, and protecting vulnerable populations through the Edo State Health Insurance Scheme (EDOHIS); which now provides coverage to over 1 million citizens, importantly improving access to affordable healthcare.

The administration also strengthened healthcare regulation by digitizing the registration process for healthcare facilities and introducing the SafeCare methodology to maintain high-quality service standards. The establishment of a Public-Private Partnership (PPP) model improved the management of secondary and tertiary healthcare institutions such as up-grade of Auchi General Hospital to a Teaching Hospital, Operationalization of the Benin Specialist Hospital and the establishment of a health hub that houses the remodelled Stella Obasanjo Hospital etc., leading to better patient outcomes. As a result, critical health indicators such as infant mortality, maternal mortality, and HIV prevalence have seen major improvements. The number of registered healthcare facilities rose from 679 in 2016 to 3,356 in 2024, while the Lassa fever fatality rate dropped from 25.71% to 15.25%. Also, Edo recorded zero case during the recent cholera outbreak across the country and was one of the least impacted states during the Covid 19 pandemic.

The administration also rebuilt, remodelled and upgraded the mid-level healthcare manpower institutions in the state. The Edo State School of Nursing and Midwifery which lost its accreditation and was shut down is now a College of Nursing Science with world class facilities for teaching and learning. The same is the story of the defunct School of Health Technology that is now College of Health Sciences and Technology with best-in-class facilities and environment.

Education Sector



The education sector reforms under Governor Obaseki focused on foundational literacy, skills development, and enhancing the state's global competitiveness. Through the Edo Basic Education Sector Transformation (EdoBEST) initiative, the administration tackled key challenges by integrating technology, revamping teacher training, and improving curriculum development. The EdoBEST program trained over 20,000 teachers in modern pedagogical techniques, distributed over 1.8 million textbooks, and standardized lessons to improve student outcomes.

EdoBEST 2.0 expanded these reforms to secondary, technical, and tertiary education, resulting in the revitalization of institutions like Ambrose Alli University and Edo State Polytechnic, which now offer globally competitive programs. Technical and vocational education (TVET) institutions were upgraded to meet workforce demands, aligning student skills with industry needs. The World Bank-supported EdoBEST project further boosted educational outcomes by funding digital skills development and teacher professional development.

Furthermore, the education edict of 1980 that provided the legal framework for the sector has been reviewed and an Education Bill has been sent to the State House of Assembly to provide for an up-to-date framework to guide the Education Ecosystem.

Social Development

In the social development sector, Governor Obaseki's administration focused on poverty reduction, gender equality, youth empowerment, and social inclusion. The Edo Social Investment Programme (ESIP) provided cash transfers to vulnerable citizens, while the Community Sustainable Development Agency (CSDA) implemented community-driven development projects. Over 12,000 beneficiaries received medical outreaches and free healthcare services, and the establishment of the State Operations Coordinating Unit and State Cash Transfer Unit streamlined welfare delivery.

The Ministry of Social Development and Gender Issues played a crucial role in promoting gender and youth empowerment through various initiatives aimed at creating employment and fostering social equity. The Edo Social Welfare Enhancement Program also addressed humanitarian concerns, supported sports development, and expanded communication outreach to the youth, strengthening social cohesion across the state.

The state has also made influential strides in combating human trafficking. The establishment of the Edo State Taskforce against Human Trafficking (EHTAT) has been instrumental in raising awareness, identifying and rescuing victims, and providing support services. As a result, the state's narrative has shifted from one of vulnerability to a focus on talent retention and development, often referred to as 'brain gain'. Furthermore, this administration experienced a remarkable transformation in its sports infrastructure, elevating its facilities to world-class standards. This upgrade has positioned the state as a premier destination for national and international competitions and trials. Also, the state's football teams achieved historic successes, with Bendel Insurance winning the Federation Cup after a 40-year drought and Edo Queens emerging as champions of West Africa for the first time.

Key Achievements

- **Healthcare:**
 - ✓ Expansion of the **Edo Health Insurance Scheme (EDOHIS)**, with over **249,751 residents** enrolled, ensuring widespread access to healthcare services.
 - ✓ **Reduction in infant mortality** from **31.5% in 2016** to **9.8% in 2024**.



- ✓ Renovation of **45 Primary Healthcare Centers (PHCs)** under the STREAM initiative, which emphasized staffing, technology, and equipment upgrades.
- **Education:**
 - ✓ The **Edo Basic Education Sector Transformation (EdoBEST)** program revolutionized foundational education, training over **20,000 teachers** and distributing over **1.8 million textbooks**.
 - ✓ Expansion of EdoBEST 2.0 to secondary, technical, and tertiary education, with schools like Ambrose Alli University and Edo State Polytechnic undergoing revitalization.
 - ✓ Implementation of the **disarticulation policy** ensuring the 9-3-4 system address the unique needs of schools in the state and ensure retention of learners especially in basic education.
 - ✓ **Achieved full disarticulation in TVET schools in 2022**
- **Social Protection:**
 - ✓ The **Edo Social Investment Programme (ESIP)** provided cash transfers to vulnerable citizens, while medical outreaches benefitted over **12,000 people**.
 - ✓ Pension arrears totalling **₦4.8 billion** were cleared, ensuring financial security for retirees.
 - ✓ Establishment of the **Edo State Taskforce against Human Trafficking (EHTAT)** for coordinated efforts against trafficking and illegal migration.
 - ✓ Formation of the **Gender-Based Violence Management Committee (GBVMC)** to address and support victims of gender-based violence.
 - ✓ Establishment of the **Vivian Centre** for comprehensive support services for victims of sexual assault.
 - ✓ Formation of a **Children's Parliament** to represent and protect children's rights.
 - ✓ **Solomon Arase Command and Control Centre (EC3)** established with the introduction of toll-free emergency lines 739 and 112 to enhance the state's ability to respond swiftly to emergencies, ensuring timely intervention in critical situations.

Challenges and Lessons Learned

Despite these successes, challenges persist, including staff attrition in the healthcare sector due to the migration of skilled workers, and inefficient data management systems, which have hindered effective monitoring and evaluation. To address these issues, the administration established an Ad-hoc Project Committee to fast-track project completion, improved recruitment and retention strategies in healthcare, and began efforts to strengthen data management systems.

Recommendations

To build on the progress made, the report recommends strengthening data management systems to improve decision-making, developing a sustainable healthcare financing model, increasing investments in local research and development, and enhancing public-private partnerships, particularly in healthcare and education. In addition, community engagement must be strengthened to ensure that citizens actively participate in the implementation of development programs, fostering ownership and accountability

LEGAL

The report provided a detailed legal due diligence of the legislative actions, litigation cases, and strategic investments in Edo State under the Obaseki-led administration from 2016-2024. This will serve as a foundation for the incoming administration to assess the legal landscape, address potential risks, and build on the successes achieved.

Key Achievements:

1. Legislative Actions:

- ✓ **A total of 104 laws were passed by the Edo State House of Assembly**, with 92 of these laws assented to by the governor. Key legislative areas addressed included budget approvals and amendments to existing laws to remove implementation bottlenecks.
- ✓ Executive-led initiatives constituted the majority of the laws passed, demonstrating the administration's active governance and legal reform efforts.

2. Judicial Infrastructure and Cases:

- ✓ The state's judiciary saw remarkable developments, including the **appointment of 15 new judges and the construction of a new High Court complex**.
- ✓ The establishment of the **Edo State Multi-Door Courthouse** in 2018 streamlined case resolutions and provided alternative dispute resolution (ADR) services. **Over 561 cases were resolved using ADR mechanisms**, showing a reduction in court workloads.
- ✓ The **Department of Public Prosecutions concluded 150 cases**, with 1,448 ongoing.

3. Strategic Investments:

- ✓ **Several Special Purpose Vehicles (SPVs) and State-Owned Enterprises (SOEs)** contributed to the state's industrialization efforts. These include Edo New Towns Development Ltd., Edo Integrated Farms Ltd., and other strategic enterprises.

4. Ministry of Justice Expansions:

- ✓ The Ministry of Justice expanded its scope by creating the **Citizens' Mediation and Rights departments**, providing free legal services and facilitating access to justice for vulnerable citizens.

Key Challenges:

- **Legislative Implementation:** Many laws passed were not gazetted or disseminated, creating accessibility challenges. Also, some laws lacked functional oversight bodies for implementation.

- **Ongoing Litigation:** Several ongoing litigations pose potential liabilities, with cases like land disputes from the New Town Development Project contributing to the bulk of problematic legal issues.
- **Resource Constraints:** Delayed case processing, lack of courtroom automation, and insufficient resources hindered the efficiency of the judiciary.

Recommendations:

1. **Improve Legislative Oversight:**

- ✓ Establish functional boards to ensure the enforcement of laws and maintain an updated repository of all enacted laws through electronic platforms.

2. **Judicial System Optimization:**

- ✓ Automate the judiciary's case management system and employ courtroom stenographers to improve case handling efficiency.
- ✓ Renovate more courtrooms and build judges' quarters in underserved areas to expand judicial capacity.

3. **Legal Risk Mitigation:**

- ✓ Prioritize the resolution of pending litigation to minimize financial exposure and promote governance stability.
- ✓ The Ministry of Justice should adopt proactive legal strategies, including earlier interventions in disputes, to prevent prolonged litigation.

4. **SPV and SOE Governance:**

- ✓ Centralize SPV and SOE management under the Ministry of Finance Incorporated (MOFI) to improve governance and ensure the efficient operation of these entities.

FINANCE

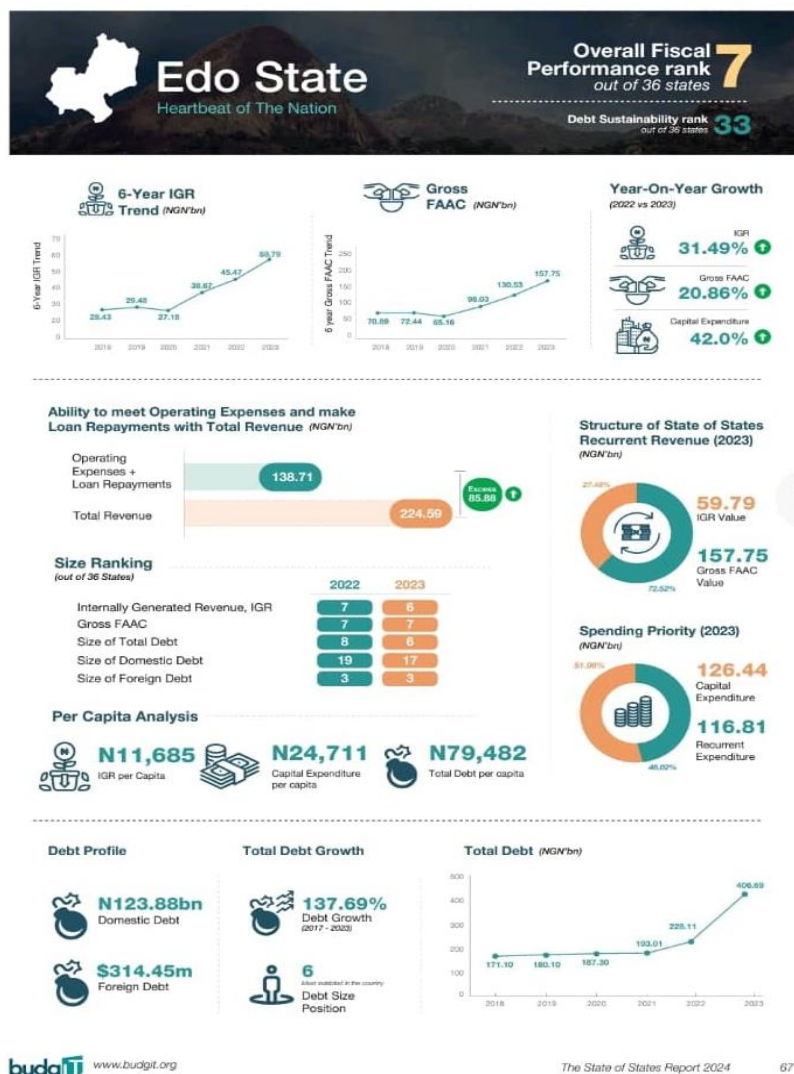
The report provided an overview of EDSG’s financial achievements, key challenges, and recommendations for ensuring continued fiscal sustainability.

The Landscape

The financial performance of Edo State Government (EDSG) from 2016 to September 2024 highlights considerable improvements in fiscal planning, revenue generation, and budget implementation. Over this period, the state has focused on expanding its revenue base while balancing expenditures, despite external challenges such as the COVID-19 pandemic and fluctuating foreign exchange rates.

Key Achievements

1. **Consistent Budget Growth:** EDSG’s budget has seen consistent growth, climaxing at **N450 billion in 2024**. This represents an impressive annual average growth rate of **16.95%**, reflecting increased revenue expectations and expanded government expenditures. The only exception was in 2020 when the budget saw a slight reduction due to the COVID-19 pandemic.
2. **High Budget Performance:** EDSG achieved an average budget performance of **88%**, one of the highest among sub-national governments in Nigeria. This reflects strong fiscal management and effective resource allocation over the review period.
3. **Revenue Growth:** The state received aggregate receipts of **N1.59 trillion** between 2016 and September 30, 2024. Of this, **61%** came from the **Federal Accounts Allocation Committee (FAAC)**, while Internally Generated Revenue (IGR) and capital receipts contributed **21%** and **18%** respectively.



- ✓ IGR grew significantly from **N23 billion in 2016 to N52 billion in 2024**, representing a **126.09%** increase. In spite of this impressive growth in IGR, it is still far below the expected 50% of total revenues for fiscal sustainability.
- 4. **Capital Expenditure Focus:** From the **N1.58 trillion** total expenditure during the period, **45.76%** was allocated to capital projects, demonstrating the state's commitment to infrastructural development. Personnel and overhead costs each took up **17%**, while the remaining **12%** was attributed to consolidated revenue charges.
- 5. **Strategic MDA Spending:** The top twenty MDAs accounted for **94%** of the total capital expenditure of **N725.23 billion**, with the Ministry of Roads and Bridges leading at **31.65%**. This reflects the administration's priority on improving transportation infrastructure.

Challenges

1. **Dependence on FAAC:** Despite the prominent growth in IGR, EDSG remains heavily reliant on FAAC allocations, which made up **61%** of total receipts. The state's **tax-to-GDP ratio** is below **2%**, significantly lower than the global standard of **15%** recommended by the Bretton Woods institutions.
2. **Rising Debt Stock:** The state's rising debt stock is primarily driven by **foreign currency-denominated debts** affected by fluctuating exchange rates. The situation worsened in 2023 due to the floating exchange rate policy introduced by President Bola Tinubu, further escalating the state's debt servicing costs.
3. **Uneven Capital Expenditure Distribution:** While the top MDAs received the bulk of the capital expenditure, other sectors accounted for only **4.7%**, raising concerns about the equity and comprehensiveness of investment across different government sectors.

Recommendations

1. **Increase IGR Efforts and Tax Reforms:** EDSG must further enhance its IGR initiatives to reduce reliance on FAAC allocations. Tax reforms and improved collection mechanisms are necessary to boost the state's **tax-to-GDP ratio** closer to the global standard of **15%**.
2. **Debt Management and Exchange Rate Mitigation:** The state should adopt strategies to manage its foreign currency-denominated debts, including debt restructuring and hedging mechanisms to mitigate exchange rate risks. Additionally, exploring alternative financing options may reduce exposure to foreign exchange volatility.
3. **Balanced Capital Expenditure:** EDSG should aim for more equitable capital expenditure distribution across all sectors. While infrastructure remains critical, investing in other areas such as education, healthcare, and economic diversification will ensure more inclusive growth.
4. **Sustainable Financial Planning:** Continuous financial planning, aligned with revenue growth, should be maintained to ensure that the state's fiscal policies remain sustainable. By focusing on long-term investments in infrastructure and human capital, Edo State can maintain its growth trajectory.

In summary, while Edo State has made remarkable progress in fiscal growth and budget performance, addressing challenges related to revenue dependency, debt management, and equitable expenditure distribution will be crucial to sustaining this progress.

PROCUREMENT

The report delved into the journey of Edo State's Public Procurement Agency, examining its achievements, challenges, and the road ahead.

The Landscape

Since the enactment of the **Edo State Public Procurement Law** in 2012, the state has made important strides in strengthening its procurement systems. Initially met with skepticism, the law aimed to create a system that prioritized **transparency, ethical discipline, and accountability**. The Agency, which began operations in 2014, now oversees a public procurement landscape that handles a substantial portion of the state's capital expenditure. By 2020, the Public Procurement Law was repealed and reenacted to reflect new dynamics, especially with the introduction of technological innovations like **e-procurement**.

Key Achievements:

The Procurement Agency has been pivotal in driving key reforms:

1. **Capacity Building:** Over 20 procurement officers were trained and certified by international institutions, while the establishment of a procurement officers' cadre standardized procurement practices across the civil and public service.
2. **E-Procurement Pilot Program:** In an effort to digitize the procurement process, an e-procurement system was piloted across four Ministries, Departments, and Agencies (MDAs), promising to improve transparency and reduce human interference.
3. **Standardized Bidding Documents:** The development and state-wide deployment of **Standard Bidding Documents (SBD)** improved efficiency and consistency in procurement processes.
4. **Price Intelligence Unit:** A **Price Intelligence Unit** was established to monitor and maintain standard prices for contract items, ensuring value for money in public spending.
5. **Exchange Visits:** **Due to the pilot e-procurement, the State welcomed 19 sub-nationals and 3 African country visits to understudy EDSG e-procurement set up.**

Challenges:

Despite the notable progress, several issues persist:

1. **Limited Adoption of Standard Bidding Documents:** Many MDAs still fail to utilize standardized documents, which creates inconsistencies and inefficiencies across procurement activities.
2. **Inadequate Procurement Planning:** Poor planning and unclear **Terms of Reference (ToR)** for consultants result in delays and cost overruns in project execution.
3. **Non-Justifiable Special Procurement Methods:** Certain MDAs use special procurement methods without sufficient justification, undermining the transparency of the process.

4. **Incomplete E-Procurement Rollout:** Although the e-procurement system has shown promise, it has only been piloted in four MDAs, limiting its overall impact.

Recommendations:

To further enhance Edo State's public procurement system, the following initiatives are proposed:

1. **Price Intelligence Portal:** Establish a **price intelligence portal** to provide MDAs with current market prices for goods and services, ensuring consistency and preventing inflated contract values.
2. **Capacity Building:** Ongoing **training and certification programs** for procurement officers will be essential to maintain a high level of professionalism and efficiency.
3. **Expand E-Procurement:** Extend the e-procurement system to more MDAs, aiming for over 90% of the state's capital expenditure to be processed electronically.
4. **Strengthen Project Monitoring:** Fully develop the **Edo Project Monitoring System (EDPMS)** to provide robust oversight of contracts and ensure that projects are delivered on time and within budget.
5. **Enhanced Stakeholder Engagement:** Increase collaboration with suppliers, civil society, and other stakeholders to ensure procurement policies remain relevant and responsive to the needs of the state.

KEY TAKEAWAYS AND CONCLUSION

To build on the progress made, the following recommendations are essential:

- **Economic Revolution:** Strengthen policies that formalize the informal sector and improve access to finance for local entrepreneurs.
- **Social Welfare:** Develop sustainable healthcare financing models and invest in local research and development to address human capital flight.
- **Infrastructure Development:** Ensure that all infrastructure projects integrate climate resilience and smart urban planning.
- **Environmental Sustainability:** Expand afforestation programs and promote renewable energy investments to ensure long-term environmental protection.
- **Institutional Reforms:** Deepen digital literacy among public servants and ensure the full digitization of all legal records.
- **ICT/Digital Ecosystem:** Continue investing in broadband infrastructure and smart city projects to enhance Edo's competitiveness in the digital economy.
- **Legal Due Diligence:** Prioritize the resolution of pending litigation to minimize financial exposure and promote governance stability.
- **Procurement Due Diligence:** Establish a **price intelligence portal** to provide MDAs with current market prices for goods and services, ensuring consistency and preventing inflated contract values.
- **Financial Due Diligence:** EDSG must further enhance its IGR initiatives to reduce reliance on FAAC allocations. Tax reforms and improved collection mechanisms are necessary to boost the state's **tax-to-GDP ratio** closer to the global standard of **15%**.



In conclusion, Governor Obaseki's administration has laid a robust foundation for Edo State's continued transformation, particularly through significant strides in economic development, legal reform, and institutional strengthening. From improving the procurement system to ensuring transparency in governance, these achievements reflect the administration's commitment to sustainable growth and equitable progress.

However, the journey ahead requires the incoming administration to build on these successes by addressing the challenges that remain. This includes resolving pending legal disputes, fully operationalizing enacted laws, expanding e-procurement, and enhancing capacity-building efforts across the state's institutions. By prioritizing innovation, inclusivity, and digital governance, and by implementing the strategic recommendations outlined in this report, Edo State can secure a future where the benefits of development are shared equitably among all citizens.

Ultimately, with continued investment in human capital, infrastructure, and governance reforms, Edo State is well-positioned to maintain its trajectory as a leader in sustainable development, setting a strong example for other regions in Nigeria. The incoming administration has the opportunity to not only sustain but elevate the state's progress, ensuring a seamless transition into a prosperous and resilient future.

KEY POLICY INITIATIVES

S/N	POLICY INITIATIVE	PURPOSE	IMPACT
1.	AUTOMATION OF THE SALARY PAYROLL SYSTEM	To deal with the cumbersome and lengthy process of salary preparation which was often characterized by clerical errors, fraudulent manipulations, omissions and duplication of names.	<ul style="list-style-type: none"> Seamless payment of salaries and pensions on or before 26th of every month
2.	PENSIONS REFORMS	The Reforms were designed to ameliorate the age-long suffering of retirees, ensure their financial security, promote their wellbeing through the smooth transition from salary payroll to pension payroll as well as prompt payment of gratuities.	<ul style="list-style-type: none"> Automatic and early access to pensions and gratuity Reduced pension liabilities Financial security for retirees
3.	E-GOVERNANCE	This was designed to move government transactions from analogue to digital with a view to eliminating bureaucratic delays and gross inefficiencies that characterized government service delivery.	<ul style="list-style-type: none"> Promotes transparency and accountability in governance processes Reduce cost of governance Increased efficient service delivery
4.	FLEET MANAGEMENT SYSTEM	Government was desirous to have a robust and sustainable operational vehicles' system that would be cost efficient and effective, ensure safe and comfortable commuting for officials as well as total visibility over vehicular assets.	<ul style="list-style-type: none"> Vehicles running cost reduced Promotes roadworthy and benefitting government vehicles Total visibility of all government vehicles Efficient and well-mannered public drivers
5.	EDO STATE TAX HARMONIZATION POLICY	To streamline and digitize tax collection processes, so as to avoid double taxation, revenue leakages and promotes the ease of doing business.	<ul style="list-style-type: none"> Eliminates double taxation Promotes fairness in tax administration

6.	EDO HEALTH IMPROVEMENT PROGRAMME (EDO-HIP)	To increase access to efficient, effective and sustainable quality healthcare services which promote enhanced citizens well-being.	<ul style="list-style-type: none"> • Improved healthcare delivery
7.	EDO HEALTH INSURANCE SCHEME (EDO-HIS)	To consolidate healthcare services in an affordable and accessible manner for Edo indigenes, especially the vulnerable to effectively reduce out-of-pocket health expenditure.	<ul style="list-style-type: none"> • Promotes wider access to healthcare • Enhanced inclusiveness in healthcare delivery • Reduced out-of-pocket healthcare expenditure
8.	EDO GEOGRAPHIC INFORMATION SYSTEM (EDO-GIS)	To streamline and expedite the processes of land related documents in a more cost efficient and digital way and enforce land use laws to tackle the menace of land grabbing and encroachment.	<ul style="list-style-type: none"> • Accurate data of lands and landed property • Easy land administration • Streamlined and expedite the processes of land related documentation • Acquisition of Certificate of Ownership (C of O) in 30 days
9.	EDO MASTER PLAN	The idea of the Master Plan just like in other climes was intended to birth quality creation and infrastructural development, acting as a roadmap for the development of the state infrastructure on a long-term basis.	<ul style="list-style-type: none"> • Orderly and planned development • Better distribution of social facilities • Easier intra-city commuting
10.	EDO STATE MUSEUM FOR WEST AFRICAN ARTS (EMOWAA)	The EMOWAA was conceived as an avenue to drive tourism giving our rich cultural heritage and unique location to contribute to economic growth thereby diversifying the subnational economy.	<ul style="list-style-type: none"> • Created direct and indirect jobs • Attracted foreign direct investment
11.	BENIN CITY CENTRAL PARK	The Central motor park at Obakhavbaye is meant to provide comfort and safety for intra-city commuters as in other civilized climes. It was also intended to eliminate the perennial and ugly	<ul style="list-style-type: none"> • Safer and comfortable commuting • Ready availability of sanitation facilities for commuters • Direct and indirect jobs

		incidence of loading and offloading of passengers along around the city centre (King square).	<ul style="list-style-type: none"> • Aids enumeration and profiling of intra-city drivers • Prevents frequent clashes of transport union members • Streamlined and improved revenue collection • Reduced traffic gridlock • Seamless intra-city commuting
12.	SCHOOLS DISARTICULATION POLICY	This policy was to adapt UBE 2004 9-3-4 National Policy which replaced the previous 6-3-3-4 aimed at a comprehensive, uninterrupted education that lay a strong foundation for life-long learning.	<ul style="list-style-type: none"> • Lays a solid foundation for life-long learning and equip students with skills that guarantees them a livelihood
13.	GENDER BASED VIOLENCE INTERVENTION POLICY	This policy was to address the rising cases of rape, especially against minors and other forms of GBV in Edo State.	<ul style="list-style-type: none"> • Reduced cases of rape and other gender-based violence • Increased care for victims ranging from medical, legal to socio-economic support • Rehabilitation and reintegration of victims
14.	JOHN ODIGIE-OYEGUN PUBLIC SERVICE ACADEMY (JOOPSA)	For the continuous training and retraining of public officers so as to equip them with both digital and other skills necessary to thrive in a modern work environment.	<ul style="list-style-type: none"> • Training programmes now duly attended • Reduced expenditure for training programmes • Training related travel risks reduced
15.	EDO STATE STRATEGY TRANSFORMATION AND ENHANCEMENT PROGRAMME (EDO-STEP)	To re-engineer the public service processes with a view to eliminating redundancy, improve service delivery and ensure accountability.	<ul style="list-style-type: none"> • Enhanced capacity building • Modern works tools • Conducive work environment • Morale boosting incentives for workers

16.	COMMAND AND CONTROL CENTRE (C3)	To have a real time crime prevention and emergency response mechanism, which provide typical support in coordinating security response architecture.	<ul style="list-style-type: none"> • Improved safety and crime control • Rapid response to distress calls • Inventory of crime incidents • Digital monitoring and tracking of prospective crime hotspots
17.	PUBLIC WORKS VOLUNTEERS (PUWOV)	The PUWOV Scheme was introduced to foster a safer environment for residents and businesses, help in law enforcement, community policing and intelligence gathering.	<ul style="list-style-type: none"> • Eradicates street trading • Reduced traffic gridlocks and congestion • Aids intelligence gathering • Assists in crowd control
18.	EDO STATE SECURITY NETWORK (ESN)	Primarily designed to enhance the safety and security of all residents through a coordinated community driven approach to crime prevention and emergency response.	<ul style="list-style-type: none"> • Peaceful and secure environment • Helps security intelligence • Prompt response to security emergencies.
19.	EDO STATE PUBLIC BUILDING AND MAINTENANCE AGENCY	The establishment of the Edo State Public building and Maintenance Agency was borne out of the need to have a dedicated organ of government appropriately and sufficiently staffed not only to undertake standard new constructions but to maintain existing government buildings holistically to sustain the useful life of the asset in a cost-efficient manner.	<ul style="list-style-type: none"> • Reduce maintenance cost • 24/7 functional facilities • Uniformity of standard across board • Create employment • Avoidance of duplication of roles
20.	SECURITY AND DISASTER MANAGEMENT	The Security Disaster Management Policy was aimed at a rapid disaster response mechanism and 24/7 CCTV surveillance, to aid crime fighting and deterrence.	<ul style="list-style-type: none"> • Reduced crime and criminality through community policing • Prompt response to security related disasters • 24/7 digital and physical surveillance

KEY ACHIEVEMENTS AND IMPACTS

S/N	THEMATIC PILLAR	ACHIEVEMENTS	IMPACT
1.	INSTITUTIONAL REFORMS	i. Salary and Pension Reforms	<ul style="list-style-type: none"> Increased salaries and pensions which enhances disposable income and reduce poverty
		ii. Automation of the Salary Pay Roll System	<ul style="list-style-type: none"> Seamless payment of salaries and pensions on or before 26th of every month
		iii. E-governance Introduction of e-governance for paperless transactions in service delivery.	<ul style="list-style-type: none"> Promotes transparency and accountability in governance processes Reduce cost of governance Increased efficient service delivery
		iv. Edo State Transformation and Enhancement Programme (Edo-STEP)	<ul style="list-style-type: none"> Enhanced capacity building Availability of Modern work tools Conducive work environment Morale boosting incentives for workers
		v. Operationalization of the John Odigie-Oyegun Public Academy (JOOPSA)	<ul style="list-style-type: none"> Training programmes now duly attended Reduced expenditure for training programmes Training related travel risks reduced
		vi. Introduction of the Fleet Management System	<ul style="list-style-type: none"> Vehicles running cost reduced Promotes roadworthy and benefitting government vehicles Total visibility of all government vehicles Efficient and well-mannered public drivers
		vii. First Class Graduate Development Programme	<ul style="list-style-type: none"> Increased public servants' performance and efficiency Creates ready employment for beneficiaries

S/N	THEMATIC PILLAR	ACHIEVEMENTS	IMPACT
		viii. Pension Reform Policy (from defined benefit scheme to contributory pension scheme)	<ul style="list-style-type: none"> • Automatic and early access to pensions and gratuity • Reduced pension liabilities • Financial security for retirees
		ix. Civil Service Reform Policy	<ul style="list-style-type: none"> • Enhanced service delivery • Streamlined performance evaluation • Professional and accountable workforce
		x. Security and Disaster Management Policy	<ul style="list-style-type: none"> • Reduced crime and criminality through community policing • Prompt response to security related disasters • 24/7 digital and physical surveillance
		xi. Establishment and launch of Solomon Arase Command and Control Centre (EC3)	<ul style="list-style-type: none"> • Improved safety and crime control • Rapid response to distress calls • Inventory of crime incidents • Digital monitoring and tracking of prospective crime hotspots
		xii. Establishment of the State Public Works Volunteer Scheme (PUWOV)	<ul style="list-style-type: none"> • Eradicates street trading • Reduced traffic gridlocks and congestion • Aids intelligence gathering • Assists in crowd control
		xiii. CCTV coverage	<ul style="list-style-type: none"> • Enhanced security surveillance
		xiv. Fire and Emergency Services	<ul style="list-style-type: none"> • Timely response to fire outbreaks • Minimized losses arising from fire outbreak
		xv. State-wide identification management system	<ul style="list-style-type: none"> • Reduced identity theft • Enhanced data driven decision making • Provides a unique identification for citizens

S/N	THEMATIC PILLAR	ACHIEVEMENTS	IMPACT
		xvi. Introduction of e-procurement into the State procurement system	<ul style="list-style-type: none"> • Reduced procurement time cycle • Enhanced processes speed • Reduced processing and clerical errors • Accurate procurement data • Reduced conflict of interest
2.	ECONOMIC REVOLUTION	i. Edo State Heritage Protection and Promotion Policy (2024)	<ul style="list-style-type: none"> • Provides a framework for the protection and promotion of our cultural heritage, including the moat and UNESCO world listing
		ii. Tourism Master Plan (2022)	<ul style="list-style-type: none"> • Provides a trajectory for the holistic development of the tourism sector.
		iii. Edo State Tax Harmonization Policy	<ul style="list-style-type: none"> • Eliminates double taxation, promotes fairness in tax administration
		iv. Industrialization Policy	<ul style="list-style-type: none"> • A clear roadmap to industrial development
		v. Trademark policy-proudly Edo logo	<ul style="list-style-type: none"> • Promotes Edo as a brand
		vi. Domestication of National Policy on MSMEs	<ul style="list-style-type: none"> • Increased access to data and funding for MSMEs
		vii. Public Private Partnership Project	<ul style="list-style-type: none"> • Private sector participation in socio- economic development, creating employment and reducing poverty.
		viii. Edo State Oil Palm Programme (ESOPP) Initiative	<ul style="list-style-type: none"> • Cultivation of over 60, 000 hectares of oil palm, making Edo first in the sub region • Contributes 12% of national oil palm production • Over 10, 000 direct and indirect jobs created
		ix. Vocational Enterprise Programme (VEP) Policy	<ul style="list-style-type: none"> • Availability of skilled artisans

S/N	THEMATIC PILLAR	ACHIEVEMENTS	IMPACT
3.	SOCIAL WELFARE ENHANCEMENT	i. Introduction of Edo Basic Education Sector and Skills Transformation (Edo BESST) project:	<ul style="list-style-type: none"> Increased school enrolment and reduced pupil absenteeism
		ii. Edo State Mass Literacy Programme “Sabi Read”	<ul style="list-style-type: none"> Increased State literate population, ranks among the top nationally
		iii. Deployment of ICT to all State-owned institutions to capture student registration, staff strength, revenues, expenditure control etc.	<ul style="list-style-type: none"> Accurate student and staff data Optimized revenue collection Streamlined expenditure control
		iv. Disarticulation Policy	<ul style="list-style-type: none"> Lays a solid foundation for life-long learning
			<ul style="list-style-type: none"> Equip students with skills that guarantee them a livelihood
		v. Upgrade of Tertiary Institutions	<ul style="list-style-type: none"> Provides increased intake into tertiary institutions Production of globally competitive graduates
		vi. Safeguarding Policy	<ul style="list-style-type: none"> Reduced child abuse Reduction in encroachment into School land and damage to school assets
		vii. Monitoring and Evaluation	<ul style="list-style-type: none"> Standardized teaching Streamlined evaluation, learning assessment across board Provided a basis for teaching gap assessment
		viii. Teaching at the Right Level (TaRL)	<ul style="list-style-type: none"> Students are now taught at the right levels rather than those recommended by the curriculum
ix. Edo Learning Agenda	<ul style="list-style-type: none"> Foundational literacy is accelerated 		

S/N	THEMATIC PILLAR	ACHIEVEMENTS	IMPACT
			<ul style="list-style-type: none"> Essential skills acquired by students for academic success
		x. Learning Assessment	<ul style="list-style-type: none"> Evaluation of student learning outcomes Identification of learning gaps Continuous development of educational strategies
		xi. The Nigerian Learning Passport	<ul style="list-style-type: none"> Increased teachers and learners' continuous education 24/7 learning made possible
		xii. Sporting Activities in Schools	<ul style="list-style-type: none"> Discovery of talents Pupils' fitness and culture of physical exercises Balanced child development
		xiii. Legal Reforms	<ul style="list-style-type: none"> Updated educational laws
		xiv. Establishment of the Directorate of Educational Quality and Accountability (DEQA)	<ul style="list-style-type: none"> Improved learning outcomes arising from the creation of additional directorates Standardized private schools' operations Increased accountability and transparency in private school registration Reduced revenue leakage from private schools' registration
		xv. Establishment of Edo State Agency for Mass Education	<ul style="list-style-type: none"> Provision of schooling opportunity for adults and youths with no formal education
		xvi. Upgrade of existing Technical Schools	<ul style="list-style-type: none"> Increased literacy and skills

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		xvii. Repositioning of the Technical and Vocational Education Training (TVET) Board	<ul style="list-style-type: none"> • Availability of middle manpower for industries • Skilled artisans • More efficient service delivery • Prudent management of resources • Timely resolution of intra-management conflicts • Roles' clarity and deliverables (using KPIs)
		xviii. Edo State Social Protection Policy	<ul style="list-style-type: none"> • Inclusivity of the poor and vulnerable • Increased access to social welfare • Increased economic empowerment
		xix. Gender Based Violence Intervention	<ul style="list-style-type: none"> • Reduced cases of rape and other gender-based violence • Increased care for victims ranging from medical, legal to socio-economic support • Rehabilitation and reintegration of victims
		xx. Creation of Edo State Taskforce for Human Trafficking	<ul style="list-style-type: none"> • Reduced illegal migration • Return of migrants, rehabilitation and reintegration through empowerment
		xxi. Sports Reforms	<ul style="list-style-type: none"> • Increased access to sporting facilities • Enhanced talents discovery and nurturing • Enhanced grassroots sports development • Enabled learning and sporting

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		xxii. Media Reforms	<ul style="list-style-type: none"> • Increased media visibility • Increased Citizens' access to socio-cultural and educational programmes • Provision of direct and indirect employment • Reduced information communication gap between government and citizens
		xxiii. Poverty Alleviation and Economic Empowerment	<ul style="list-style-type: none"> • Availability of social register • Easier and wider reach to the poor and vulnerable groups
		xxiv. EDO-CARES	<ul style="list-style-type: none"> • Equipped over 100, 000 Edo State MSMEs with digital skills • Improved rural health care and sanitation • Link rural farmers to market • Brought development closer to rural dwellers
		xxv. Digitization of social welfare services in the State	<ul style="list-style-type: none"> • More efficient service delivery • Increased access to social services for the poor and vulnerable • Readily available data (in terms of the number and location) of the poor and vulnerable
		xxvi. Guideline for alternative care for children	<ul style="list-style-type: none"> • Reduced irregular migration • Rehabilitation of victims of irregular migration
		xxvii. Establishment of Sexual Assault Referral Centres across the 18 Local Government Areas in the State	<ul style="list-style-type: none"> • Rehabilitation and reintegration of victims of sexual harassment • Free medical and legal services to victims of sexual harassment • Socio-economic empowerment for victims

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			<ul style="list-style-type: none"> Equipping victims with livelihood skills
		xxviii. Manpower planning of the Senator Daisy Danjuma Women Centre (SDDWC)	<ul style="list-style-type: none"> Provides a logical basis for recruitment Training and retraining to prevent capacity gaps
		xxix. Youth Socio-economic, political participation and development programme	<ul style="list-style-type: none"> Broader and inclusive youth participation in political activities Deepened political culture
		xxx. Promotion of a sustainable livelihood and long-term development programme	<ul style="list-style-type: none"> Increase in vocational training Provision of avenues for creativity & sustainability
		xxxi. Creation of partnerships with Youth NGOs and donor agencies	<ul style="list-style-type: none"> Youth skills development Foreign aid to Youth organizations
		xxxii. The registration of worship and entertainment centres	<ul style="list-style-type: none"> Data on number and location of entertainment and worship centres
		xxxiii. Establishment of the Edo State Sports Commission	<ul style="list-style-type: none"> More efficient sports governance Sustainable management of sports assets
		xxxiv. Secure front of shirt sponsorship of both Bendel Insurance and Edo Queens	<ul style="list-style-type: none"> Pecuniary benefits Better kits for the playing squads Boosts players' morale

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		xxxv. Remodeling of the Samuel Ogbemudia Stadium	<ul style="list-style-type: none"> • Can now host up to 15 international events • Players' security and comfort • Streamlined and safer collection of sporting fees and charges
		xxxvi. Establishment of 4 mini stadia, Cricket oval and rugby pitch	<ul style="list-style-type: none"> • More awareness and interest in sporting activities • Easier access and participation in sports
		xxxvii. Development of policies on training for Coaches	<ul style="list-style-type: none"> • Attracts funding • Training more Coaches
		xxxviii. Hosting of the National Sports Festival, "Edo 2020"	<ul style="list-style-type: none"> • Creation of direct and indirect jobs • Outlet for made-in-Edo goods • Exposition of Edo State as Sports hub • Huge sporting revenue
		xxxix. Hosting of the first Edo State Sports Summit	<ul style="list-style-type: none"> • Popularized Edo State as a sports-loving State • Established a pathway for the development of appropriate sports policies
		xl. Website and mobile app for live streaming, news and entertainment content	<ul style="list-style-type: none"> • Wider coverage • Greater accessibility by the citizenry • Skilled personnel for the media and entertainment space
		xli. Revitalization of the Edo State broadcasting Station & upgrade for improved signal quality and reach	<ul style="list-style-type: none"> • Wider coverage • Job creation • Better signal quality and improved programme content

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		xlii. Introduction of a programme to engage with local communities through town hall meetings, public lectures and cultural events	<ul style="list-style-type: none"> • Better synergy between government and citizens • Increased ownership of government facilities in the communities
		xliii. Training programme for young journalists, presenters, and producers to develop their skills (Youth Empowerment Programme)	<ul style="list-style-type: none"> • Capacity building for media personnel • Enhanced job earnings and mobility
		xliv. Collaborations with International broadcasters (BBC media) for content exchange, training and cultural exchange programmes	<ul style="list-style-type: none"> • Capacity building • Cultural and knowledge exchange • Increased earning and job mobility
		xlv. Conduct of basic communication skills and Project management training for staff and management	<ul style="list-style-type: none"> • Built capacity • Enhanced skills • Promoted employability and workability
		xlvi. Introduction of annual awards to recognize excellence in broadcasting, journalism and community service	<ul style="list-style-type: none"> • Enhanced morale • Promotes healthy intra-organizational competition

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		xlvii. Use of teleprompter during State News (Comprehensive News)	<ul style="list-style-type: none"> Enhanced news casting delivery
		xlviii. Edo Health Improvement Programme (Edo HIP)	<ul style="list-style-type: none"> Improved healthcare delivery
		xlix. Edo State Health Insurance Scheme	<ul style="list-style-type: none"> Promotes wider access to healthcare Enhanced inclusiveness in healthcare delivery Reduced out-of-pocket healthcare expenditure
		1. Tele-medicine initiative and expansion	<ul style="list-style-type: none"> Promotes access to global healthcare Supports development of local healthcare personnel
		ii. Restructuring of the Ministry of Health	<ul style="list-style-type: none"> Enhanced organizational efficiency Better work relationships Better conflict management
		iii. Implementation of the Public Private Partnership	<ul style="list-style-type: none"> Synergies of medical ideas Professional prudent management of healthcare facilities Attracts external funds to the healthcare sector
		iii. Strengthening Health care Regulation	<ul style="list-style-type: none"> More standardized practices Reduced quackery and unhealthy practices
		iv. Renovation of the Stella Obasanjo Women and Children' Hospital	<ul style="list-style-type: none"> Access to modern healthcare services Better equipped healthcare giver Easier access to mother and child healthcare services
		iv. Enhanced Public Health Emergency Management	<ul style="list-style-type: none"> Reduced Public healthcare hazards Timely intervention in medical emergencies

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		lvi. Youth Engagement (Digital Innovation and Entrepreneurship)	<ul style="list-style-type: none"> Youth capacity building Acquisition of vocational skills Youth empowerment
		lvii. Ecosystem development (Edo State Technology Ecosystem Strengthening Project) and startup funding	<ul style="list-style-type: none"> Vocational training Skills development Startup kits for youths
4.	INFRASTRUCTURAL DEVELOPMENT & ENVIRONMENTAL SUSTAINABILITY	i. Establishment of Edo Geographic Information Service (GIS)	<ul style="list-style-type: none"> Accurate data of lands and landed property Easy land administration Streamlined and expedited processes of land related documentation Acquisition of Certificate of Ownership (C of O) in 30 days
		ii. Development of Edo State Master Plan	<ul style="list-style-type: none"> Orderly and planned development Better distribution of social facilities Easier intra-city commuting
		iii. New Township development	<ul style="list-style-type: none"> Decongestion of the city centre Reasonable property pricing Spreads development to the hinterland
		iv. Completion of 25 mw CCETC Ossiomo Power Project	<ul style="list-style-type: none"> Creates over 3000 direct and indirect jobs More access to stable power supply Stable power supply to government establishments

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		v. Establishment of a central motor park in the Benin City centre	<ul style="list-style-type: none"> • Safer and comfortable commuting • Ready availability of sanitation facilities for commuters • Direct and indirect jobs • Aids enumeration and profiling of intra-city drivers • Prevents frequent clashes of transport union members • Streamlined and improved revenue collection • Reduced traffic gridlock • Seamless intra-city commuting
5.	ICT ECOSYSTEM	Edo Digi Link Programme	<ul style="list-style-type: none"> • Increased number of tech-savvy youths • Creates jobs remotely • Promotes employability
		Digital Infrastructure: Broadband Technology across the State	<ul style="list-style-type: none"> • ICT-innovation/decomposition hubs • E-Commerce and E-payment platforms
		Digital and Data Agency (DiDa)	<ul style="list-style-type: none"> • Easier access to socio-economic data • Data security • Better data management
		Free internet service across the Local Government Areas	<ul style="list-style-type: none"> • Promotes on-line business • Promotes distant learning • Enhanced cheaper communication • Aids timely transmission of information