DEVELOPMENT AGENDA FOR WESTERN NIGERIA (DAWN)
FOREWORD

It gives me great pleasure to have the privilege of writing the foreword to this all-important document, which to me, has formed part of the strategic assets of the Yoruba people in their quest for development. And I must say that we should be proud of our capacity as a people to respond to clarion calls at crucial moments and to offer out God-given talent and resources most sacrificially, without counting the cost.

In recent times our people have spoken of the cyclical governance scenario that sees us through a short spell of growth under progressive regimes and a very long spell of regression under manipulative and retrogressive regimes. The sum total is that of negative growth and this we see all around us.

If we look around us, what we find are broken down infrastructure, falling standards, and a dispirited people. We seek to reverse this trend, we can only do it if we continuously remind and encourage the mandate holders, the office holders, that our people deserve the best. Those who held office before them in the Western region of old, the Western region of Chief Obafemi Awolowo did their best, and some of us reading this document are products of those efforts.

We in Afenifere Renewal Group (ARG) remain convinced that well thought-out pan-regional initiatives hold the biggest capacity for us to achieve our developmental aspirations as a people. Indeed, we are of the view that there are several possibilities for socio-political and economic cooperation and integration in our region which must be explored, unearthed and harness. These possibilities must be dimensioned in a manner that would drive the welfare of the people and general progress of the Yoruba.

The question is: how should we begin to respond to the reality that is staring us in the face? It is my considered opinion that what is now being presented as the Development Agenda for Western Nigeria (DAWN) offers a way out. Indeed, it presents us with another opportunity to advance the cause of our sustainable development as a people. The critical stipulation of DAWN is that we must begin to leverage all our strategic assets, bestowed on us by our providential commonalities, to develop our Region, and significantly improve the standard of living of our people.

DAWN according to a portion of the Framework itself, is both a “document and a process”. As a document the Framework has set out our aspirations in clear and unambiguous terms; it has come to the conclusion that we have very little choice and little chance, but to set on this course; it has also developed a Roadmap for achieving those aspirations. As a process, the Framework addresses the desires and the drive of a people towards fulfillment and actualisation. This process includes ‘marketing’ the Framework to all segments of the society, securing their commitments and buys-in; creating the platform for interactions that will advance the critical deliverables, and demanding that everyone play a role in enabling its success.
However, the current crop of political leadership in the Region, especially our Governors, must provide the leadership, chart the course, rally the people around common aspirations, create the enabling environment, leverage the human and material resources, and deliver high standards of public service that would not only increase the competitiveness of our Region, but also put the welfare of the people at the centre of all development plans and strategies. This is the compelling requirement of this period, and we cannot afford to fail.

At this juncture, let me express my heartfelt appreciation to everyone, who has made a contribution to this process, especially the body of experts at the Yoruba Academy, who rendered the study that provided the basis for developing Agenda, eminent members of the University of Ibadan Retreat Group, who for three days of sleepless nights developed the DAWN Roadmap, our Governors who provided the moral and psychological fillip for the assignment, members of my group, the Afenifere Renewal Group, for their commitment, patriotism and genuine concern for the Yoruba nation, as well as the ordinary Yoruba for locating in us an opportunity to express their views and concerns on why we must not let this chance pass us by.

Finally, I would like to thank the Almighty God who continually provides the grace for all.

My distinguished compatriots at home and in the Diaspora, I hereby present the Development Agenda for Western Nigeria (DAWN)

Olawale Oshun
Chairman, Afenifere Renewal Group
August, 2011
DEVELOPMENT AGENDA FOR WESTERN NIGERIA (DAWN)

EXECUTIVE SUMMARY
This Executive Summary presents a view of the DAWN Framework and a snapshot of its Strategy Roadmap. The comprehensive Strategy Document from which the Executive Summary is derived is included in the package. It should be consulted for more details on the components of the Development Agenda and its Pillars of Development.
THE GUIDING FRAMEWORK

THE DAWN VISION

To make the Southwest region of Nigeria the preferred place to live, to work and to visit.

THE CONTEXT

By Southwest region of Nigeria, we refer to the Southwest geo-political zone as a definitional boundary comprising Lagos, Oyo, Ogun, Osun, Ekiti, and Ondo. This also recognises the co-terminosity of neighbouring States that may be willing to engage and be part of this Development Agenda. The context however recognises the status of Nigeria as a Federal Republic, while also recognising its inherent imperfections.

POLICY IMPERATIVE

The DAWN Framework projects initiatives that will harness the abundant resources of the Yoruba people and unleash their collective enterprise, with the final outcome of promoting their well being and improving the quality of their lives.

THE UNDERPINNING PHILOSOPHY

DAWN agitates for competitive communalism that is inclusive, and that nurtures every citizen of the Region as an important contributor to its social and economic advancement, and an equal beneficiary of opportunities created by the governments of the Region, and can also act as an agent of prosperity in an environment where each one acts as his/her brother’s or sister’s keeper, the real Omoluabi.
1. BACKGROUND

The Yoruba who populate the Southwestern states of Nigeria are one of the largest ethnic groups in West Africa. These states are: Ekiti, Lagos, Ogun, Ondo, Osun and Oyo states, with a sizeable Yoruba population found in adjoining states of Kwara, Kogi and Delta. The Yoruba constitute about 21% of the total population of the country. Beyond the shores of Nigeria, some of the indigenous communities of the Yoruba are found in Benin Republic, Brazil, Cuba, Jamaica and Togo. The Yoruba, irrespective of their political affiliations, revere Chief Jeremiah Obafemi Awolowo for his visionary leadership and achievements, especially while he served as the Premier of the now defunct Western Region of Nigeria.

Some of the widely commended achievements of Chief Awolowo in office include: free universal primary education, free and comprehensive health policies, the founding of the Western Nigeria Television (WNTV), the first television station on the African continent, the building of the Liberty Stadium (now referred to as the Obafemi Awolowo Stadium), the building of the Cocoa House, which for a long time, was the tallest building in Nigeria, the founding of various Research Institutes on agricultural research, and the creation of a world-class and widely respected Civil Service in the Western region of Nigeria.

In our recent history, specifically following the transition from military to civil rule in 1999, all the governorship seats in the Southwestern states were won by the Alliance for Democracy (AD). At the regional level (Southwest), cooperation and collaboration in terms of regional integration and development was at best tepid. The relationship among governors was only cordial when it came to political matters and perhaps when there was the need to make decisions on the Odu’a Investment Company Limited. Odu’a Investment Company Limited, by the way, was founded in 1976 to incorporate and manage the business interests of the former Western Region of Nigeria (with the exception of Lagos state). Ownership of the conglomerate is essentially by Ekiti, Ogun, Ondo, Osun and Oyo states. The company has since inception, operated as a conglomerate with over 70% of its investment as joint ventures with reputable multinationals. Its investment covers such areas as: textile production, hotel and catering, breweries, real estate, commercial banking, livestock and fishing, food and beverages industries, manufacturing in chemical and manufacturing industries, vehicle distributorships, printing and publication, as well as bottling and marketing of liquefied petroleum products. While Odu’a Investment Company Limited still exists today, it is clearly far from the envisioned dream of its founding fathers. However, none can deny its latent capacity.
2. INTRODUCING THE DEVELOPMENT AGENDA

The political heritage and trajectory of the Western Region, particularly the Yoruba since Herbert Macaulay, but more particularly, from the glorious days of our revered late sage, Chief Jeremiah Oyeniyi Obafemi Awolowo, is noteworthy. As already highlighted, Chief Obafemi Awolowo bequeathed to the Yoruba nation, and indeed any people everywhere, a template for governance actions that remains not only relevant, but provides a basis for effective public administration. Sadly, we, the Yoruba, have not been able to build on this heritage in any significant sense.

Indeed our recent political experience, more than at any time in our history, considerably vitiated our past gains. However, the emergence of the progressives in the Southwest – following the recent general elections in April 2011, creates an opportunity to reverse the trend. Part of the actions that must be taken is to formulate and commence the implementation of a composite and irreversible regional development strategy, anchored on providential leverages and strong commonalities, to create synergy and economies of scale. It remains even more imperative given the additional benefit of a shared political platform and ideology, noting however the exception of Ondo State. Indeed, most of the States that constitute the Western Region of old are currently being governed by a single political party- the Action Congress of Nigeria (ACN).

Historically, the processes that have culminated in the creation of the 36 states and Federal Capital Territory (FCT) in Nigeria are the result of a complex political arrangement and rearrangement, rather than a search for economic efficiency in the application of the principle of subsidiarity. It is safe to assert that it also reflects the fear of the central government to lose control of its overlordship of the country. The outcome is that the atomized states are saddled with important expenditure responsibilities, but the central government retains 52 percent of revenue accruing to the Federation account. This is a paradox, given that independent Nigeria had historically been a Federal system until the advent of the military in 1966. The military retained the name “Federal Republic of Nigeria” as the official name for the country, but proceeded to re-structure the entire country along central command lines. This has persisted till the present.

The extant political arrangement has constrained the development aspirations of not only the Region, but also the full realisation of the potential of all the other component parts of the Nigerian federation. The super-structure remains faulty and ambivalent in every respect. It therefore requires a new framework, otherwise the country will continue to flounder and sub-optimise, regardless of every good intention.
A composite Regional Integration and Development Agenda for the Southwest has therefore become imperative in order to fulfill the immense potential of the Region. Yorubaland has always been known as hubs of economic growth, demonstrators of good governance and bastions of sophisticated culture for the entire African region. The latent capacity remains and has indeed grown. However, the impact of governance in all spheres of life is abysmally low. Our Region is fast losing its competitiveness and falling short of its economic and social ambitions. This scenario needs to be urgently arrested. A fundamental change is therefore required, not just in economic and social performance, but in retrieving our lost heritage, our values, our virtues, our norms, and indeed our future.

Irrespective of the different partisan platform in Ondo State, an integrated development strategy opens a new opportunity for deriving the benefits of economies of scale in the development process of this region. What are we going to make of this new opportunity? The answer is to go back to what worked in the past and adopt the strong dimensions of it in the present context. Indeed, we need to chart what has now been adopted as the Development Agenda for Western Nigeria, DAWN.

The purpose of the DAWN is to foster regional cooperation and integration as a catalyst for decentralization. There are several models for validating the influence of the integration process in the evolution of result-oriented decentralization. The European regional development policy for example makes provision for financing for the poorest regions in the EU. These also provide incentives to become a more competitive and efficient economy, and to require more policy and budgetary discipline. It is apparent that given the tectonic shifts in global political economy and globalisation, a return to the halcyon days of regional governments in Nigeria, and particularly the trail-blazing administration of Chief Obafemi Awolowo may be unrealistic, nevertheless, a paradigm shift in the Nigerian political and economic order is imperative if the country is not to slowly waste away.

According to Dr. Kayode Fayemi, in a paper titled: Resurgent Regionalism and Democratic Development in Western Nigeria: Challenges and Prospects at the Obafemi Awolowo University, Ile Ife, on Thursday, July 28, 2011, the Development Agenda for Western Nigeria

“is aimed at facilitating the process of political, legal, economic, social and cultural cooperation between juridical states for rapid growth and development. We believe that collaboration, properly conceived and structured will enable participant states to prosecute projects in areas of mutual benefits and comparative advantages in a cooperative manner as a way of reinventing the development paradigm of the old Western region. Integration therefore binds participant states to put on the front burner collective interest and place an obligation on them to cooperate and support one another and avoid destructive competition over resources. For us, development
is freedom and it is the essential basis of life more abundant and to this end – the provision of infrastructure, transportation, power generation, commerce, agriculture and other emerging areas like information technology is a *sine qua non*.”

3. **THE DEVELOPMENT AGENDA FOR WESTERN NIGERIA – DAWN**

The **DAWN** is essentially an Agenda for Good Governance in the Southwest, taking into consideration the following:

- The development of the Southwest along regional lines, i.e. Integration.
- The Region is an economic block, and as such, a regional approach will be cost-effective and economically viable especially in the areas of infrastructure, industrialization, commerce, the environment and agriculture, to name some possibilities.

**DAWN** is both a document and a process. As a document, it sets out a clear Framework for the Region’s objectives, priorities and major policy thrusts. It also provides a Roadmap upon which Governments, Development Partners, the Private Sector and Civil Society can ride on to drive a development agenda. It indicates the focus of the Yoruba development agenda, what needs to be done to get there, how to do it, the cost of the journey, as well as financing options. The strategy provides a short, medium and long-term framework for achieving the Region’s development goals and aspirations.

The **Development Agenda** seeks to encourage the Southwest States to develop a common set of integrated development strategies that enable the Region and its citizens to experience a well-managed process of development, across all spheres of existence. It also encourages the pursuance of a political (and possibly constitutional/legal) consensus and framework across the Southwest Region, with possible collaboration with the national government, to enable its unhindered implementation and actualisation.

The proposed strategic direction or redirection suggested through the **DAWN** Framework has been developed through a rigorous process, led and supervised by the **Afenifere Renewal Group (ARG)**. This process has been inspired by the Yoruba people themselves, who clearly in public and private conversations, and indeed through their votes at the April 2011 general elections, and the ones preceding them in 2007 (rigged, but revalidated through the courts), determined and defined their obvious ideological preference. The political leadership has also clearly demonstrated a determination to advance the development of the Southwest Region and in fact the old Western Nigeria, including Edo and Delta, transcending political lines, where necessary, to launch a composite development agenda for the Region.
On September 23, 2010, the Yoruba people gathered at a **Yoruba Development Agenda Summit**, organised by the Afenifere Renewal Group (ARG) in Ibadan, and resolved, among others …………

(a) That Yoruba electorate must rise up as one nation under one God, and ensure the emergence of political office holders who will truly serve the people, and espouse the ‘Omoluabi’ ethics and values true to our heritage as a people.

(b) We reiterate the call for **True Federalism** to enable the constituent parts of the country develop at their own pace, and in accordance with their God-given potentials and capabilities, guided by the peculiarities of their history, cultural norms and inclinations.

(c) We call for immediate steps towards **Regional Cooperation and Integration** among the States in Yorubaland to boost social and economic development.

(d) That it has become imperative more than ever before for a composite **Yoruba Development Agenda** that will drive and guide our developmental process.

The ARG took a cue from all of the above, with the process culminating in the development of the **DAWN Framework**. This framework itself feeds largely from a commissioned study submitted to the ARG by the Yoruba Academy. The Academy, set up to provide the much-needed intellectual backbone for Yoruba development in all spheres of life, indeed provided the basis upon which further actions were carried out.

At a Retreat held on the 22 – 24 July, 2011, at the University of Ibadan Conference Centre, Ibadan, Oyo State, and attended by a conglomeration of some of the best intellectuals, technocrats and professionals in Yorubaland, the composite **DAWN Framework**, which also provided a Roadmap for action was developed.

The central plank of this development strategy is self-development and self-sustainability, with strategic focus on efficient and effective utilisation of all human, financial and material resources of the constituent States. This should be informed by a detailed audit and/or mapping of available resources to see how they can be best deployed and harnessed. The comparative advantage of the localities should be exploited in a holistic framework.

**DAWN** focuses on the development of a Yoruba identity drawing upon our heritage, history and talent. It is an Agenda for Social Transformation using well-defined **Pillars of Development** to create a scenario that ensures better living standards for our people irrespective of status, gender, demography or religion, on a sustainable basis.

It is indeed pleasing to see demonstrations of mutual commitment by the leadership of the States in the Region, indicated by the establishment of a 21-member Technical Committee, as well as dedicated Ministries and/or Special Offices for Integration in some of the States. These are optimistic indications of progressive buy-ins.
4. **WHY A SOUTHWEST PERSPECTIVE**

1. In a multi-ethnic country like Nigeria differences in economic development across regional/ethnic divides are very common.

2. In Nigeria, regional differences in exposure to and embrace of western education have created varying levels of modernisation and economic development amongst the various ethnic groups and the regions they inhabit.

3. The concentration of legislative power and fiscal resources in the federal government at the expense of the states and regions allows the federal government to manipulate/control the pace and nature of economic development of various regions.

4. The often ethnic colouration of Nigerian politics and the predilection of dominant groups in government to act as ethnic champions make groups not dominant in the government vulnerable.

5. The use of government levers and powers to negatively affect rates of regional development of groups not dominant in the federal government makes every nationality vulnerable.

6. The continued growth of the economy of the Southwest and employment of Yoruba without glass ceiling is contingent upon mobilising capital for economic activities in Yorubaland.

7. As long as revenue allocation remains a sharing of spoils, Southwest’s share of federal revenue will always be sub-optimal and unfair

8. Absence of Yoruba in commanding heights of regulatory agencies has weakened Yoruba influence in some industries – banking, finance, telecoms.
5. **REALITY CHECK**

### Table 0.1: Nigeria’s Human Development Summary Statistics by Zones, 2008.

<table>
<thead>
<tr>
<th>Zones</th>
<th>Human Development Index (HDI Value)</th>
<th>Human Poverty Index (HPI)</th>
<th>Gender Development Measure (GDM)</th>
<th>Gender Empowerment Measure (GEM)</th>
<th>Inequality Measure (INQ)</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Central</td>
<td>0.490</td>
<td>34.65</td>
<td>0.478</td>
<td>0.244</td>
<td>0.49</td>
</tr>
<tr>
<td>North West</td>
<td>0.420</td>
<td>44.15</td>
<td>0.376</td>
<td>0.117</td>
<td>0.44</td>
</tr>
<tr>
<td>North East</td>
<td>0.332</td>
<td>48.90</td>
<td>0.250</td>
<td>0.118</td>
<td>0.42</td>
</tr>
<tr>
<td>South West</td>
<td>0.523</td>
<td>21.50</td>
<td>0.507</td>
<td>0.285</td>
<td>0.48</td>
</tr>
<tr>
<td>South East</td>
<td>0.471</td>
<td>26.07</td>
<td>0.455</td>
<td>0.315</td>
<td>0.38</td>
</tr>
<tr>
<td>South South</td>
<td>0.573</td>
<td>26.61</td>
<td>0.575</td>
<td>0.251</td>
<td>0.41</td>
</tr>
</tbody>
</table>

*Source: NBS & NHDR Team 2008-2009*

### Figure 3.2: 2007 Per Capita Income, by States (US$)

*Source: Human Development Index, 2008*
6. THE DAWN CONCEPT NOTE

1. Commitment:

That the governments of the SW regional states of Nigeria – Ekiti, Lagos, Ogun, Ondo, Osun and Oyo develop and agree a common set of development strategies that enable the States of the Region and its indigenes to experience a common level and set of development, across all spheres of existence i.e. economic, technological, social, educational, human etc. The purpose of such integrated development includes the following:

1.a.1 To ensure similar and equitable level of development across the above mentioned states, to the benefit of their indigenes

1.a.2 To create the opportunity and platform for shared resources and expertise across the states, with an enabling environment for common purpose, shared vision and good governance

1.a.3 To enable the achievement of some of the key elements of the Millennium development Goals that ensure the attainment of internationally agreed outcomes (e.g. in areas such as infant mortality, access to education etc) for the betterment of the well being of the indigenes.

1.a.4 To maximise resources, noting the limiting nature of this at national and international arenas, with the joint exploration of new and innovative solutions to structural, human and infrastructural development across the States.

1.a.5 To enable the leadership of the States to be more effective at governance, and equipped with tools for achieving high performance, measurable by comparative global standards.

1.a.6 To establish a common set of indicators that leads to good models of practice in development that can be developed to international standards, shared nationally and internationally, enabling the attraction of international funds, grants and aids to support thematic programmes and projects
2. Demographic context:

2.a.1 The SW states are mainly Yoruba lands, hence creating a sense of common culture, language and history that becomes a social asset that can best be maximised under a regional arrangement.

2.a.2 The needs and wants across the Regions’ population are fairly common, and the trends can be mapped. Developing a common approach to addressing them will not only be humanly beneficial, but also of political advantage as the progressives will be seen as being more responsive to the needs of the people.

2.a.3 Emerging population trend shows a growing youth population and a dependant older generation, therefore a common solution is required to address the unique needs that emerge with this trend, some requiring socio-cultural dimensions.

3. Operating Context:

3.a.1 The emergence of the progressives in the Southwest of Nigeria – following the April 2011 general elections – creates an opportunity to start the development and establishment of common development strategy influenced by shared political platform and ideology.

3.a.2 The recent call by the President of the Federal Republic of Nigeria – Dr Goodluck Jonathan, asking for the Nigerian geo-political zones to be beyond and above political boundaries and become development terrains, further reinforces the need for regional plans and approach to development and planning.

3.a.3 The anticipated changes to revenue allocations to States in Nigeria that aim to create a central pot for core deliverables will further push for regionally-determined and focused activities as drivers for real and tangible change.

3.a.4 The collective closing of the gap in democratic deficits, experienced with the level of turn out and the choices made at the last general elections, will trigger demands for tangible and measurable development and results from the populace. Hence, a regional approach to addressing common issues will be more appropriate.
3. a. 5 The progress made by Lagos State government in particular is flagging up the possibility of development attainment, whilst making the variance with other SW States more apparent, and also increasing inequalities in access to such. Therefore, other states with the same political ideology will be required to meet the same level of deliverables.

4. Economic Context

4.a.1 The limiting pot of State finances is becoming more pronounced; therefore new solutions will be required to deliver on development agendas, especially where such needs are apparent.

4.a.2 The long history of the SW States in joint economic activities is a legacy that needs to be revived as part of the solutions to the above e.g. O’dua Investments Group

5. International perspectives:

5.a.1 The current global economic downturn and challenges call for economic models that have integration right at its heart, as demonstrated by the European Union states. Therefore a SW regional development strategy mirrors this international good practice that has been proven to be effective – the interventions in Ireland, Portugal and Greece are examples of a collective engagement of issues.

5.a.2 The pursuit of the achievement of some of the key elements of the MDGs by 2015 is only realisable via strategic alliances and cooperation among communities with synergy of purpose, issues and needs.

5.a.3 The recently-agreed Africa–Europe Cooperation and Strategy recognises and agitates for stronger regional integration as part of the mechanism for achieving the aspirations and ideals of this new international agreement.

6. Advantages to the Region and States

6.a.1 Economic: implementation and delivery on core programmes will be more economic and demonstrate value for money due to economies of scale.
6.a.2 Political: with a common political party in power, state leaderships will share common success and be seen as real progressives, enabling the possibility of power retention and strengthening of democratic legitimacy.

6.a.3 Collective bargaining for national and international funds for development purposes will carry stronger weight and leverage, increasing the potential to draw down on such funds.

6.a.4 Indigenes of the Southwest states will benefit from all the developments, increasing their quality of life and well being, thereby reducing inequalities in access and provision, and reducing over population of urban areas that creates imbalance in the use of public resources and infrastructure e.g. roads, schools, hospitals, etc.

6.a.5 The agreed themes will align with and support the delivery of each State’s Strategic Plan, reducing the solo burden of such responsibilities and initiatives.

7. Risks of non-implementation

7.a.1 There will be limited scope for cross-regional development across the states.

7.a.2 The needs of people will not be met and they will become disadvantaged, compared to other Nigerians.

7.a.3 People will become disenchanted and this will be displayed at the polling booth with shifts to other political parties that appear to be willing to provide the answers – *if people are not given water in the desert, they will drink sand*.

7.a.4 International funding and initiatives will pass us by as the Region will not be seen as a serious player and/or in serious need. Meanwhile, the States are too small to elicit attention in terms of substantial funding.
8. **THE DAWN ROADMAPPING**

- The Development Agenda for Western Nigeria (*DAWN*) must herald a new dawn for our people across the boundaries of Western Nigeria.

- The Roadmap appreciates the federate status of Nigeria, and the need to work within the confines of its imperfect and skewed constitution, while encouraging strong agitation for a Nigerian constitution that is truly Federal.

- The Roadmap recognizes that the existence of progressive governments in the region provides a rare opportunity (never experienced since 1966) to unlock the region’s potential for world-class development. The potential includes a huge population from which to grow a modern workforce; abundant land and mineral resources; development-friendly vegetation belts from mangrove to savannah; a pro-development cultural values; abundant water and solar resources; attractive destinations for eco and cultural tourism, all of which can provide a catalyst for what is needed for progressive governments to create a diversified modern economy that is not petroleum-dependent and that can compare with modern economies in other parts of the world.

- The *DAWN* Roadmap emphasises the need for setting Big, Hairy, Audacious Goals (BHAGs) and find comparability in the Big League nations.

- As in the Malaysian Government Transformation Programme, the *DAWN* Roadmap sets an agenda for Big Results Fast.

- The *DAWN* Framework envisages the necessity for scaling, starting from the low hanging fruits and progressively scaling up programmes and projects.

- The *DAWN* Roadmap is useful for sustainable integrated cross-boundary development.

- There must be a buy-in across all levels of the society – on the streets, in the markets, both formal and informal, political leadership, the organised private sector, the media, the development partners and development finance institutions, the civil society, the Diaspora, the international community, international fund managers and venture capitalists, etc.

- *DAWN* prescribes a mass mobilisation Agenda that rallies every individual, groups, and indeed all segments of the society for a new culture of hardwork, productivity and impact for exceptional Regional development.
• The **DAWN** Framework places a premium on sharing of successful cases and models of development within individual States in the Region for possible adoption.

• **DAWN** vests the authority for governance action on the political leadership, but gives the ultimate sovereignty to the people of the Region.

• **DAWN** encourages an institutional framework that delivers outcomes beyond the narrow confines of individuals, groups, and interests capable of mitigating or outrightly sabotaging the process.

• **DAWN** demands specific actions in relation to the rural poor, women empowerment and youth development.

• **DAWN** envisages the establishment of a mechanism for performance measurement and evaluation that puts every political leader and public service functionary under the microscope and at the same time demanding governance accountability.

• **DAWN** envisages a role for the **Yoruba Academy** as a Regional Think-tank for all issues of Yoruba development, heritage, civilisation and international linkages.

• The balkanisation of the Yoruba in the frontier regions of the Old Oyo Empire particularly those within Nigeria such as Kogi and Kwara states has, over the period, made the respective populations lose a sense of belonging and turned them to subjected minorities. The urgency of **DAWN** helps to expand the market and further broadcast filial and afilial identity, factors that could have tremendous political benefit for purposive development. Yoruba-speaking local governments are the target of these states, primarily in respect to such sectors as Culture and Tourism, ICT and Education.

• Components of the **DAWN** Roadmap that can be dimensioned for our people in Kwara and Kogi, and beyond the Homeland, need to be pursued. This speaks especially to the issues of our language, culture and heritage.
9. HIGHLIGHTS OF THE ROADMAP

1. The proposal represents the Region’s first attempt since the exit of military government at having one coordinated development plan for the states of the Southwest region of Nigeria. The plan addresses the imperative to create in the Region a thriving and prosperous Southwest that responds to the economic, social, cultural, and environmental needs of the Region’s residents, visitors, and businesses.

2. The study that subtends this strategic direction Southwest governors is informed by a preliminary mapping of the Region’s resources and identification of sources of development deficit and recommendations for transforming what has become a dormant region in the last thirty years into the first place of choice for people to live, to work, and to visit in West Africa and for creating in the region an economy that compares favourably with that of any of the leading economies in the world. The central plank of the plan is self-development and self-reliance to be created through innovative use of the resources of the states in the Region.

3. The plan identifies important issues of development from agriculture to technology and tourism. The Strategic Direction Plan highlights a series of strategies to address the developmental issues identified by the study. The strategies are arranged to reflect regional priorities that have been characterized as Pillars of Development in the document.

4. The goals of the Strategic Direction Plan include the following:
   - Maximising job creation and improving career opportunities for residents in the Region.
   - Developing and broadening the Region’s economic base by promoting comparative advantages of each state in the Region.
   - Identifying and providing infrastructure services to promote sustainable economic, social, cultural, and environmental development of the Region.
   - Providing information technology and network to enhance development of business, education, culture, transportation, and security within the Region.
   - Ensuring equitable delivery of services in each state of the Region.
5. The Plan encourages executive and legislative branches of state and local governments to focus in their planning on the following Pillars of Development with immediate effect, having already established ministries of integrated development on their own volition:

- Economic Development
- Commerce & Industries – focus on Manufacturing & SMEs
- Human Capital Development: Education & Health
- Infrastructure Development: ICT, Transportation [Road, rail, Air & Water], Power & Housing
- Agriculture & Agri-business
- Security, Law & Enforcement
- Culture, Tourism, Arts & Heritage
- Environment, Climate Change & Habitat
- Civil Service, Governance & Institutions

6. On a foundation of an acceptable minimum level of Education and Human attainment, create Strategic Hubs of Development along the following possible lines comparative strengths across the South West States:

<table>
<thead>
<tr>
<th>STATE</th>
<th>DEVELOPMENT ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ekiti</td>
<td>Education &amp; Human Capital, Agriculture, Tourism</td>
</tr>
<tr>
<td>Lagos</td>
<td>Commerce, Industries &amp; Services</td>
</tr>
<tr>
<td>Ogun</td>
<td>Oil &amp; Gas, Energy, Industries</td>
</tr>
<tr>
<td>Ondo</td>
<td>Oil &amp; Gas, Energy, Agriculture (Cocoa)</td>
</tr>
<tr>
<td>Osun</td>
<td>Tourism, Agriculture (Cocoa &amp; Animal Husbandry)</td>
</tr>
<tr>
<td>Oyo</td>
<td>Agricultural value-chain – processing, packaging and SMEs</td>
</tr>
</tbody>
</table>
10. THE DAWN PILLARS:

PILLAR ONE: ECONOMIC DEVELOPMENT

Vision
A Southwest Nigeria that attains developed country’s status in infrastructure, human capital, living standards and governance by 2020.

Mission
To ensure Southwest Nigeria records the highest annual average rate of growth in GDP and HDI in Sub-Saharan Africa between 2012 and 2020.

KEY POLICY IMPERATIVES:

1. TRUE FEDERALISM
   a. Not just a Political, but Fiscal and Economic Imperative!!!!!!
      i. To allow for “deregulated” and “non-unitary” development
      ii. Development at the “Yoruba rate of growth” (i.e. 1952-1962)
      iii. Remove influence of national sub-optimalities
      iv. Back to “competitive communalism” (as contrasted with “bureaucratic prebendalism)
      v. Paradigm shift from distribution, sharing, allocation TO generation, growth and development
      vi. From consumption and natural resources TO strategy-led development
      vii. Emphasis on regional comparative advantage

2. FISCAL, MACROECONOMIC AND POLICY ENVIRONMENT
   a. Shift emphasis of budgets towards capital expenditure
   b. Advocacy of fiscal federalism-taxes, VAT; revenue allocation; and devolution of power
   c. Leveraging PPPs under appropriate institutional mechanisms
i. Laws; Regulatory Systems; Procurement Transparency

d. Liaison with federal authorities to ensure renovation of Lagos-Ibadan Expressway

e. Trans-Southwest rail network leveraging private finance with states equity constituted by land and right of way

f. Re-examining necessity for retention of consent requirement of Land Use Act

   i. Either abolish completely and retain revenue streams, or
   ii. Statutorily impose 30-day processing time on consent applications in default of which consent is deemed

g. Institute strong regional security mechanisms through advocacy for state police, establishment of state and local government-controlled vigilantes and community policing

3. FINANCING:

a. Establish strong links and partnerships with international development partners, multilaterals, and international DFIs to access global finance opportunities. Activities in this regard to be leveraged through the establishment of **Southwest Development Finance Institution** with support of Multilaterals and International DFIs to finance:

   i. Agriculture
   ii. Infrastructure
   iii. Industry
   iv. Mining and Minerals Development
   v. Education and Health Institutions and Infrastructure
   vi. Housing Development

b. State Governments to individually establish mechanisms, institutions and on-lending arrangements for:-

   i. SME Finance
   ii. Microfinance
c. The Southwest states, in particular Lagos should take ownership and lead advocacy and execution of the **FSS 2020** objective of Lagos as an International Financial Centre (IFC)

d. The states must also engage with federal authorities, CBN and SEC on the issue of resolution of the capital market and banking crisis

4. **POWER SELF-SUFFICIENCY:**

   a. The States must engage strongly on the Power Sector Roadmap especially the privatisation process of the PHCN generation and distribution entities in the region:
      - i. Eko
      - ii. Ikeja
      - iii. Ibadan
      - iv. Benin

   b. Apart from the above, regional self-sufficiency in power must be sought and achieved through:
      - i. Captive IPPs for concentrated power zones such as:
         - Industrial Estates; Universities and Tertiary Institutions; Teaching, General and Specialist Hospitals; Waterworks; State Government Secretariats; Waterworks; Airports and Seaports; High Income Residential Areas; Major Markets and Commercial Centres etc
      - ii. Small Hydro Power (SHP) Generation
      - iii. Wind energy in appropriately selected zones in the Region

   c. Pursue decentralisation of transmission as a policy objective

5. **AGRICULTURE:**

   Policy framework should aim at linking agriculture to manufacturing through extending agricultural value chain to storage, processing and manufactures, encourage the modernisation of agriculture and agriculture-related infrastructure and transforming the agriculture sector such that it becomes a source of employment and entrepreneurship for graduates and young persons.
KEY ACTION STEPS:

a. Increase budgetary allocations to the agriculture sector immediately to 5% and progressively to 10% within the next three years by each state

b. Rapid investment in modern agricultural and industrial infrastructure
   i. Agricultural estates, especially middle and small holder farms
   ii. Industrial estates and parks; FTZs and EPZs

c. Establishment of Southwest Agriculture Market Information System

d. Establishment of Agricultural Research Institutes and Faculties in Southwest Universities and Leveraging existing Agricultural Research Institutions, mostly based in the Southwest

e. Supporting Policy Frameworks
   i. Leverage the agricultural value chain extensively.
   ii. States must provide incentives (land, infrastructure, advocacy etc) for investors in agriculture-linked manufacturing
   iii. Establishment of systems for training and skills acquisition
      • Establish farmer’s Development Centers at States and Local Government levels to provide informal training/education in basic business/skill development and acquisition.
   iv. Institute modern land development initiatives
   v. Irrigation and Extension Services
   vi. Revitalisation of Agricultural Cooperatives
   vii. Focus on commodities where South-West has comparative advantage
   viii. Ensure consistent input support systems
   ix. Establish on-farm primary processing
   x. Build post-harvest handling centres

f. Aggregation of farmers into large tracts for “tractorization”

g. Optimising land use and cultivation to ensure all “open” farmlands are cultivated.
i. All open farmlands, across the Southwest region, that have previously been cultivated should be put under cultivation immediately.

- Each state in the region to legislate that any family land that is arable and is left fallow stands the risk of being taken over by the state for public use.

ii. Every inch of all open, cleared farmland should be productively engaged through purchases, leasing, family agreements, etc.

iii. New farmlands can subsequently be opened in phases, and with support from government.

iv. There is need to aggregate and consolidate farmlands under cultivation to achieve economies of scale in farm operations.

v. Farming cooperatives must be established on farms rather than on paper.

h. Ensuring global best practices and competitiveness by adopting sustainable “best practices” from any area in the world, where there exist demonstrable success stories in respect of products that are to be promoted.

i. Establishing irrigation water reservoir systems

PILLAR TWO: HUMAN CAPITAL DEVELOPMENT

EDUCATION:

KEY POLICY IMPERATIVE

Education should be for sustainability and development i.e. education that extends beyond knowledge of specific disciplines into acquisition of skills that are relevant to industry, entrepreneurship, social values, justice and concern for the living environment.

The Southwest region must take the cultivation of the intellect of its youth much more seriously.
Vision & Mission

1. The underlying principle of the governments in the Southwest region should be the aspiration to provide their citizens the most sophisticated and qualitative education they require and desire.

2. Education should not be limited to basic texts but should include skilled vocations. Every school leaver should be certificated in one vocation or the other. This is to equip him or her with a skill on which a micro industry can be established with minimum capital and making such person self-sufficient.

KEY ACTION STEPS:

1. Based on recent results of WASC, NECO and JAMB, and the urgent need to prepare the human capacity to shoulder the development aspirations of the Southwest, it would not be out of place to declare a state of emergency on education in Yorubaland.

2. Education should not be limited to basic texts but should include skill requiring vocations. Every school leaver should be certificated in one vocation or the other. This is to equip him or her with a skill on which a micro industry can be established with minimum capital and making such person self-sufficient.

3. Basic standard should be the ability to read and write and fluently speak Yoruba and English.

4. Primary school instruction throughout Yorubaland should be delivered in the Yoruba language. English should taught only as a language to facilitate inter-ethnic as well as international communication.

5. In order to realise this dream of weaning the Yoruba child on the milk of Yoruba language and culture, there is a need for a re-evaluation of the school curriculum, the training of teachers and the translation of textbooks. These are endeavours that should be undertaken necessarily on a region basis and therein are the first advantages of regional integration in education.

6. Education in the Southwest must become a tool for re-valuing the society by putting in place programmes that would encouraging young people to understand the virtues of:
• Ethics as basic principles
• Integrity
• Sense of responsibility
• Respect for laws and regulation
• The love of work – *atelewo eni kii tan ni je*
• Effort to save and invest
• The will to be productive
• Punctuality

7. Re-introduce subject like Civics and Basic Science (*imo ijinle*) to all primary schools in Yorubaland.
   • The civics syllabus should be based on the Yoruba concept of *Omoluwabi* and it should promote the ideals of Yoruba heroes such as Samuel Ajayi Crowther, Obafemi Awolowo, Adekunle Fajuyi and the host of others.

   • The instructions for the basic science kit developed by the Federal Government should be translated to Yoruba so that primary school children in Yorubaland can learn basic science in Yoruba from an early age.

8. Introduce all students to science, making them relevant to the environment i.e. applied practical science

9. Establish Life Long Centres, for formal and informal learning, as environments for disruptive innovation; they should be centres of excellence located in international standard

10. Develop a regional Standard Inspectorate, similar to OFSTED in England, with responsibility for learning standards and quality assurance.

   • Apart from state inspectorates, a regional evaluation body should be charged with the responsibility of maintaining high standards of primary education without undermining the state inspectorates.

   • The work of the Regional body should be based more on incentivising the attainment of standards than the regulation of standards. The regulation of standards should be left to the individual state inspectorates while the regional body works on recognitions and awards to outstanding schools, teachers and pupils.
11. Secondary education in Yorubaland should be seen as the core of the formal education process of every Yoruba young adult. It should apply due emphasis on Science and Technology without necessarily belittling the humanities and the social sciences.

- Secondary education in Yorubaland should provide intermediate computer skills to the extent that every Yoruba young adult would be able to read, write and undertake arithmetical calculations using the computer.
- Secondary education in Yorubaland should provide all young Yoruba girls and boys with all necessary life skills, to provide basic secretarial services in any office setting.
- Above all, secondary education in Yorubaland should prepare the Yoruba young adult with the educational substrate upon which to build professional skills at tertiary level.

12. In order to ensure that the appropriate skills are produced for the market, **ALL** the states in the region must develop a common strategy for the provision of higher education at the post secondary level.

13. Staff and student exchange programmes among the states should also be encouraged. To achieve the expected collaboration the following are important:

- Establish a strong network among all the state Ministries of Education;
- Develop a common data base on all aspects of educational planning in all the States;
- Develop a common data base on Labour Market Information (This must be updated periodically);
- Collaborative research projects in education and the job market should be conducted periodically to ensure synergy between manpower supply and demand;
- Institutionalising performance management systems for all levels of education system throughout the region.
14. There is a need to correct the erroneous perception that tertiary education is university education.

- Tertiary education is any form of formal education after secondary school. It includes vocational training for the development of work skills, polytechnic education for to provide concrete training and university education to provide concept training.

15. The weak status of our polytechnic, universities and other tertiary institutions must be admitted and a major intervention is desirable.

- To address the deficiencies of fresh graduates, regional centres offering crash courses addressed at the development of specific skills should be organised.
- Crash courses for science and engineering graduates in advance manufacturing systems and entrepreneurship should be organised at regional level in order to develop necessary skills in young graduates.
- The Region is advised to examine a policy whereby universities and polytechnics would award degrees in order to remove the inferior status of Polytechnics – essentially to emphasise technical and technology education.

16. The present situation of proliferation of universities should be addressed and a process of rationalisation embarked upon.

17. All tertiary institutions should provide facilities for training in ICT as an across the board skill. This should be a follow-up to the ICT training in secondary schools.

18. If it is noted that the okada phenomenon in the South West has some tangential effects on Human Capital Development then there is a serious need to address it through the provision of alternative engagements for the youths while passing edicts on graduated restriction of its use for public transportation.

19. Facilities for formal, non-formal and informal training for lifelong learning should be established at the regional level.

20. In order to provide incentives and targets for individuals and institutions, there should be Regional prizes and awards for excellence in specific fields. In this regard, a regional prize to be called the Oduduwa Prize in specific disciplines is hereby proposed.
21. The Yoruba nation has already produced a Nobel laureate. One of the long term targets of the Yoruba Human Capital Development Strategy should to produce more Nobel Laureates.

**PILLAR THREE: COMMERCE & INDUSTRIES – Focus on Manufacturing & SMEs**

There should be a strategy for promoting and developing commercial activities in the South West. Impediments to commerce (in the form of traditional buying and selling, trade in industrial raw materials and products as well as general movement of goods) must be minimal. Such impediments include bad transportation networks, inadequate / inappropriate storage facilities, extortionist activities of the police, customs, NDLEA, etc.

Importantly, a great potential lies in the utilization of Agbabu village in Ondo State as a veritable miniport or enhanced jetty for the delivery of goods to and from eastern Yorubaland, i.e. Ondo, Ekiti and parts of Osun State. It played such a role during the colonial era. However, major revamping works are necessary.

No nation that wants to shape informed policies and take effective action on its economic development can be without its own independent capacity in Science and Technology (S&T). Therefore, the South West region needs to harness its human and material resources for the development and growth of its citizens and environment.

Developing engineering infrastructure to fast-track home-initiated and home-grown industrialisation are achievable through local machine designs and machine building capabilities. This will result in general provision of capital goods and equipment that encourage the proliferation of viable small and medium enterprises.

**KEY ACTION STEPS:**

1. Commission a study of impediments (and their amelioration) to the growth of commerce in the South West.

2. Carry out a complete regional survey of technology needs

3. Carry out Advanced Technology Capacity Building and Production. The training of Fresh University and Polytechnic graduates in hands-on experience in industrial, factory and workshop practices and processes coordinated at centres of excellence with these capacities within the Zone such as the Prototype
Engineering Development Institute (PEDI), Ilesa and the Engineering Materials Development Institute (EMDI), Akure and Rufus Giwa Polytechnic

4. Train fresh University and Polytechnic graduates in hands-on experience and industrial factory and workshop practices

5. Upgrade Mechanic Villages in most towns in the states and establish a Central Technology Park

6. Increase the Capacity Utilization of Existing Cottage Industries in Southwest with Attendant Manufacturing Capability

7. Establish Advanced Manufacturing Technology Centres (AMTCs) in all the Local Governments in the Southwest, with 100kg and 250 kg rotary furnaces along with CNC Table Top Lathe and Milling Machines.

8. All the small AMTCs should be linked with more advanced facilities at PEDI, Ilesa, EMDI Akure and the AMTC, Rufus Giwa Polytechnic, Owo for more complex components manufacture and operations.

9. Science Engineering, Technology and Innovation (SETI) needs to adopt best practices, learn how to apply scientific knowledge vigorously to developmental issues, use ICT optimally, embrace AMT and develop the relevant human capacity to meet current developmental demand

10. The Region must leverage the strong and strategic engineering infrastructure being deployed by the National Agency for Science and Engineering Infrastructure (NASENI). It may be noted NASENI is currently involved in the following States for the expansion of the intervention and collaboration efforts:

   i. **ONDO STATE**

      A survey of Fast Moving Parts in Equipment Used for Grains, Cassava and Flour Milling in Ondo State has been carried out by NASENI. The Executive Governor of the State is already hosting the Agency for plans of NASENI projects that creates employment, human capacity development and youth empowerment, impact on the citizenry and overall human and, technical and capital development.
ii. **EKITI STATE**

The same survey is currently being carried out in the State. The State Government has also commissioned the Agency to infrastructural inspection of the Technical Colleges for expansion of the AMT programme while other projects have been earmarked for the State.

iii. **OSUN AND OYO STATES**

The same survey as that of Ondo State is being carried out in these States. There are currently linkage efforts with the Governments for the expansion programmes.

The above efforts are planned for the other states of the region with the Prototype Engineering Development Institute (PEDI), Ilesa and the Engineering Materials Development Institute (EMDI), Akure as anchors for the Agency.

Indeed, all the Southwest States must immediately set up a team to study and advice on the strategic use of the engineering infrastructure already put in place by NASENI, especially their facilities located in the Region.

Finally, on manufacturing activities in the South West region, it should be of interest to know the present status of both the Steel Rolling Mill and Machine Tools Industry at Osogbo. As their names would suggest, these two outfits, when properly functional, are veritable roots of industrialization.

**PILLAR FOUR: INFRASTRUCTURE DEVELOPMENT**

**TRANSPORTATION:**
Transportation is a very vital infrastructure needed for the growth of the economy. The ease with which people and raw materials move from one part of a country to the other speaks volume about the economy of that country.

However the **DAWN** Strategy focuses on four critical niche types of transportation infrastructure namely: Road, Rail, Air and Water.

Policy objective should be to design and execute a modern, integrated, multi-modal, transport system throughout the Southwest region. A **Southwest Transportation Infrastructure Agency** should be set up immediately to coordinate this.
KEY ACTION STEPS:

ROAD TRANSPORTATION:

1. Collaboration across the board with FGN; International DFIs; Multilaterals; Investment Banks; and Private Sector Investors is critical.

2. As a matter of urgency, agitation/advocacy should be embarked upon for the federal government repairs the Lagos-Ibadan and Apapa-Oshodi expressways.

3. Development of rural roads and modernisation of regional road network.

4. Contiguous interstate border roads in the Region should be identified with a view to cooperatively linking and integrating every one of them.

5. Southwestern State Governments should upgrade existing or construct new parallel roads to the major commercial roads linking the Region to ports (e.g. Lagos-Ibadan) since these are Federal roads on which the State Governments of the region have no control.

6. Leverage PPPs through appropriate institutional mechanisms, and in line with best practices.

RAIL TRANSPORTATION:

1. The ultimate goal is to provide integrated fast rail network linking the whole region in conjunction with private investors and international investment and/or development bank

   a. **Option A:** Southwest Governors to negotiate with the Federal Government to construct rail lines in the Southwest Zone
   
   **Option B:** Negotiate a concession for the Southwest Zone rail network with the Nigerian Railway Corporation (NRC)

   b. Work to repeal the Nigerian Railway Corporation Act of 1955 as amended in 1990
**Rail-Water Loop:** A rail link from Benin City to the Lekki Lagoon is a distance of 100-150 km. This will open up a tremendous amount of commercial activity with the Eastern part of the country; reduce the pressure on the Lagos-Ore-Benin Road. Furthermore, it will open up the Bitumen area of Ogun and Ondo States. This loop - to be completed by the development of Inland Waterways through the Lekki Lagoon to Badagry - will turn the Epe axis to a major passenger and goods terminal with tremendous commercial benefits.

**POTENTIAL (FIRST STEP) PAN-YORUBA RAIL NETWORK**

**AIR TRANSPORATION:**

1. Working with the federal authorities and private investors, State Governments should work to provide joint funding to upgrade facilities at the local airports in the Southwest Region to make them functional (even if modest) and decent enough for improved patronage.
WATER TRANSPORATION:

1. The DAWN Framework emphasises the need to first develop the capacity to manufacture boats in their varieties to meet particular needs.
2. Once the above is achieved, inland waterways should be developed to assist in the transport of goods from difficult terrains for which water transport is the optimum option.
3. Capacity for construction of the steel body abounds in the zone, as seen with the building of fuel tankers. These private fabricators should be empowered to grow this sector.
   a. Intervention should start in the local manufacturing using imported engines, while the Nigerian Navy and other Agencies like NASENI could be challenged with the development of capacity for local manufacturing of the engines.

POWER INFRASTRUCTURE:
For the much needed economic development to take-off, the Southwest Zone must generate and distribute enough power locally without dependence on the national grid. An optimum energy-mix for generation through Small Hydro Power (SHP), Solar, Wind and Bio-energy should be adopted. Efficient energy-use by consumers should be encouraged.

Our ultimate aim should be to generate sufficient power for the Zone, sell excess the national Grid and the international Grid.

ENERGY:
In addition to efforts on the major power project component of Olokola, others of similar size should be explored, while Small Hydro Power (SHP) and other renewable should be leveraged maximally.

It may be noted that new major federal power projects in Yorubaland (Omotosho and Papalanto) are presently more or less mothballed on account of the non-availability of
gas. It would appear there is a need to mount pressure for their activation. Importantly, as Politics of Gas may become an instrument of blackmail or at least a carrot and stick instrument, a thorough study needs to be made of the actual natural gas endowments of Yorubaland. Also important is the fact that huge deposits of heavy crude oil exist in Ondo and Ogun states. These should be investigated for their potential as fuel source for power plants.

The following should therefore be carried out:

1. As data exist on potential sites in the South West region for Small Hydro Power projects, there should be an immediate development of all such sites.
2. All existing dams, water supply schemes, irrigation schemes, rivers and streams in all LGAs should be integrated with power generation components.
3. Identification of all potentially suitable sites through collaboration with State and Federal Tertiary Institutions. This will be followed by prioritization of the sites.
4. The development of new projects should be integrated for power generation, flood control, irrigation, municipal and industrial water supply, recreation and tourism and fish farming.
5. Encourage the setting up of local manufacturing facilities for Solar panels, batteries, charge controllers and inverters for effective utilization of the abundant solar energy.
6. Deploy wind turbines where appropriate for off-grid power. This can be coupled with solar power development.
7. At household, LGA and State levels, encourage bio-energy production from domestic and farm wastes, landfills etc.
8. Aggregate these projects for the purpose of applying for development funds, grants (Carbon Development Mechanism (CDM), Carbon Emission Reduction (CERs), JICA, AfDB, etc)
9. State Governments to provide trigger funds for the projects
10. Drive development through the PPP model, with joint presentations to investors across the world.
11. Run the plants business-like and profitably. Encourage productive uses of the power generated.

12. Set up and encourage local manufacturing companies for the manufacture of turbines and other electromechanical equipment. The combination of Osogbo Steel Rolling Mill, Machine Tools, EMDI (Akure) and PEDI (Ilesa) is potent in this regard.

INFORMATION AND COMMUNICATION TECHNOLOGY:

ICT Infrastructure of the Southwestern zone should be developed to the point where it makes governance easy and engender a phenomenal economic growth.

The aspiration is to have a region whose governments are truly spatially-enabled, data-driven, leveraging on a robust spatial data infrastructure for decision making and sustainable programmes delivery for the benefit of the people.

The ICT Roadmap:

1. A policy on ICT, including a Masterplan and Roadmap for the Implementation of Information and Communication Technology for Western Region Development should be articulated.
2. A uniform Regional Geo-spatial Data Infrastructure (RGDI) should be developed
3. A common eGovernment Programme implementation and eGovernance delivery platform should be created
4. A common Public Security network should be developed to cater for public security, tourism, emergency management including regional 3-digit emergency number (e.g. 127, 199, 152, etc.)
5. Implementation of identity management system and Public Key Infrastructure (PKI) across the zone
6. Deployment of broadband connectivity across the zone
7. Deployment of internet exchange network in all the states.
HOUSING & URBAN DEVELOPMENT

1. A most important condition precedent is to address the LAND issue.
   - Since the promulgation of the Land Use Act (Decree) the use of land has become complicated and problematic.
   - There is the need to computerize the land use and registration system in the South West so as to make land registrable and easy to transfer. Ideally, the land title should be made available on application within 30 days.
   - Government should make serviced land available with all infrastructural facilities (water, roads, drainage, electricity and services such as markets, schools, etc) in all medium and large settlements in all the States. Such land would be available for first time owner/occupiers to build their houses.

2. Land Grants to property developers and housing associations

3. However, in addressing the issues of cultural expectation of owning a house at a particular age bracket, we would put in place the strategy of **Self – Help Housing** for our people.
   - This strategy allows very low and low middle class people to construct their own houses, using their own labour and resources as in a cooperative system.
   - We shall achieve this cooperative system by grouping Trade groups, Unions, Societies to join hands and help one another. Thus carpenters, bricklayers, electricians, plumbers, etc will offer their services to the group on an agreed basis in exchange for services or materials to be given to them too.
   - This strategy will also incorporate training of artisans, effective use of local building materials, enforcement of codes and regulations, use of core-house expandable concepts, step-by-step infrastructural provision, simplified designs and environmental consciousness.

4. The Southwest should establish the **Southwest Mortgage and Urban Development Bank** which will be a secondary mortgage Bank to assist homeowners, developers, primary mortgage companies, and savings and loans operators to access funds for their housing development.
• Both public and private sectors should promote this Bank. Among other activities, this Bank will be a pillar of support and funding to all our local governments, to borrow money for their infrastructural development.

5. In the area of **URBAN DEVELOPMENT**, a major emphasis should be placed on urban renewal. This involves mainly upgrading of infrastructure in low income and slum settlements.

• City beautification, tree planting will be given prominence.

• All our old Town centres in the Southwest should be de-congested, upgraded and beautified.

• Urban rates and charges will be introduced in order to compliment Government efforts.

6. There is therefore the need to promote rural integration and industrialization.

• Rural areas will thus become more attractive to live and make urban areas less congested.

• The idea of the establishment of a **Rural Integrated Development Authority** for the Region is long overdue.

**PILLAR FIVE: SECURITY & LAW ENFORCEMENT**

**KEY POLICY IMPERATIVE**

The people of the Southwest region need to develop a capacity for agreeing and adhering to common minimum positions and lines of action regarding security and law enforcement.

Also, the accommodating outlook and liberal posture of the Southwest people needs to be adjusted in the light of the present realities of Nigeria as others are taking advantage in a way that is injurious to the strategic interests of the region.

**The Mission:**
To ensure a safe and conducive environment for economic, social and political development based on local knowledge and community ownership.
KEY ACTION STEPS:

1. The *Omoluabi* value system needs to be restored as one of the avenues to curbing crime and isolating the criminally minded.

2. Community policing and neighbourhood watch capacity in the Southwest states should be strengthened beginning with raising of awareness in the schools.

3. The OPC and other serious self-determination groups need to be reoriented and rebranded through the infusion of more enlightened people into its cadres to raise the quality of membership.

4. States of the Southwest should take more interest in the career and progress of their indigenes in the police, armed forces and security and federal public services and encourage positive mentoring by senior officers.

5. State governments should focus their support for the police on the provision of communication facilities and creatively monitor signals for effectiveness.

6. State governments should use their expenditure on the provision of gadgets and equipment to the police to leverage more influence on the institution.

7. State governments in the Southwest should be encouraged to replicate the KAI model of Lagos State while the leadership should be made to understand the wider issues of security that the organizations are meant to serve.

8. Areas around international borders need intensive vigilance to combat cross-border crimes.

9. The monitoring of neighbourhood watch and community policing initiatives should be a role for local government/councilors and traditional rulers in the new security infrastructure.

10. Legislators in the national assembly should lobby colleagues from across the country to push bills for community policing and state police.

11. The police should be invited to meetings of neighbourhood watch committees and the reports from such committees should form part of the security reports to the Governor.
12. The Southwest governors should commission a comprehensive mapping of the region to enhance security effectiveness.

13. Strategic approach to security needs to be adopted e.g. database, automated car registration system, use of technology [CCTV].

14. Proactive youth development programmes must form a fulcrum of the Security Management Agenda. The following should be immediately considered:

i. Introduction of Principals’ Cup in all Southwest States, leading to a Regional Football Tournament.

ii. Organise an annual Western Nigeria Sports Festival reminiscent of the days of Olowu Cup for Table Tennis and Manuwa Cup for Football.

**PILLAR SIX: CULTURE & TOURISM**

**KEY ACTION STEPS**

<table>
<thead>
<tr>
<th>STRUCTURES</th>
<th>SHORT TERM GOALS</th>
<th>MEDIUM TERM GOALS</th>
<th>LONG TERM GOALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CULTURE BOARD OF WESTERN NIGERIA</td>
<td>Creating the Structure</td>
<td>Commissioning Film and Television epics and classics of Yoruba literature, history and historical figures.</td>
<td>Employing the Sister-city intercultural connections, Yoruba Language Centres in world cultural capitals like London, Paris, Berlin, Rome, Los Angeles, New York and countries with Yoruba descendants like Brazil and Cuba</td>
</tr>
<tr>
<td></td>
<td>Creating a cultural policy as a guiding framework</td>
<td>The establishment of a yearly regional festival for Arts &amp; Culture.</td>
<td>Establishing a cottage theatre cum cinema halls with a minimum seating capacity of between 300 –</td>
</tr>
<tr>
<td>Action</td>
<td>Description</td>
<td>Notes</td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>-------------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>Establishing the enabling acts in participating states.</td>
<td>The setting up of a private sector driven endowment fund for the arts to provide funding for creative arts practitioners with a view to empowering them within a strict parameter and with the agenda of Yoruba development.</td>
<td>The setting up of designated Cultural cities in the region. Such cities will have Museums &amp; Monuments, Casinos, Film &amp; Television studios, Art Galleries etc.</td>
<td></td>
</tr>
<tr>
<td><strong>ACTION PLAN</strong></td>
<td>Developing computer software exclusively for the Yoruba language and culture.</td>
<td>Establishment of a Hall of Fame in a designated city in the region.</td>
<td></td>
</tr>
<tr>
<td>The study of Yoruba language and literature compulsorily at primary and secondary levels</td>
<td>Development of indigenous cultural practices into audio-visual and IT formats for streaming online and on discs in libraries across the region and all over the world.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The return of the Yoruba classics e.g. D.O. Fagunwa, J.F. Odunjo, Adebayo Faleti, Jeje, Akinwunmi Ishola - to mention just a few</td>
<td>The hosting of an annual Music festival to celebrate our rich musical heritage and as a medium for youth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOURISM BOARD OF WESTERN NIGERIA</td>
<td>Creating the structures</td>
<td>Establishment of Tourism clubs in schools</td>
<td></td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-------------------------</td>
<td>------------------------------------------</td>
<td></td>
</tr>
</tbody>
</table>

- to the school syllabus for Basics 1-9.  

<table>
<thead>
<tr>
<th>Mobilization and socio-cultural orientation.</th>
<th>Legislating the use of the Yoruba language as an acceptable medium of communication in parliamentary business of the House.</th>
<th>Setting up of a Practitioners Council for standardization and regulation of the creative industry.</th>
</tr>
</thead>
</table>

- Setting up of a Practitioners Council for standardization and regulation of the creative industry.  

| The setting up of a training academy/s for the proper training of practitioners within the industry from visual through plastic to creative and media arts.  

The training academy/s will be in skills acquisition/practical oriented and economically viable skills | Creating the Yoruba Content Belt on Radio and TV across the South Western Nigeria and syndicating of Yoruba Language and Culture Radio and TV programmes for edutainment across the region during this belt. |  

<table>
<thead>
<tr>
<th>TOURISM BOARD OF WESTERN NIGERIA</th>
<th>Creating the structures</th>
<th>Establishment of Tourism clubs in schools</th>
</tr>
</thead>
</table>

44
<table>
<thead>
<tr>
<th>Establishment of the enabling acts in participating states.</th>
<th>Synchronise cultural calendars with Tourism sites for international marketing and consumption.</th>
<th>Synchronise cultural calendars with Tourism sites for international marketing and consumption.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mapping and development of all Tourism potential sites in the region. E.g. parks, beaches, zoos, games reserves, monuments, museums, waterfalls, springs, traditional institutions</td>
<td>Active participation in International Tourism events.</td>
<td>Active participation in International Tourism events.</td>
</tr>
<tr>
<td>Management and security of all these natural endowments and cultural heritage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mapping and integrating the cultural calendars of all the states in the region</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licensing and providing oversight functions to the private operators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training of Tourism practitioners</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PILLAR SEVEN: ENVIRONMENT, CLIMATE CHANGE & HABITAT

In the Southwest of Nigeria, environmental sustainability will involve addressing a number of issues like waste management, flooding, coastal erosion, pollution, deforestation, urbanisation etc. All these issues feed into the climate change problem which is now a major challenge affecting every aspect of our livelihoods like agriculture, food security, water resources and health.

KEY ACTION STEPS:

1. Reforestation of Western Nigeria by growing fast yielding species that can mature within 7 years. This will not require landtake from other land uses since the forest reserves have already been gazette. It is also a way to benefit from the carbon market.

2. Forest management regime in the region should involve the local communities rather than absentee landlords (government forest guards).

3. Farmers and fishermen should be made aware of climate change and how vulnerable they are. Their knowledge in relation to the causes of and effect of climate change must be explored.

4. Development of early warning system for farmers and promotion of adaptation strategies through the extension services of the ministries of agriculture.

5. A fast-tracked urban cleanliness and domestic waste disposal programme is imperative. In this regard, Waste-to-wealth projects should be embarked upon through the establishment of a functioning agency.

6. Good access to public and other sustainable modes of transport (e.g. inter-state rail network) in order to reduce pollution.

7. Exploring renewable energy as alternative sources.
PILLAR SEVEN: CIVIL SERVICE, GOVERNANCE AND INSTITUTIONAL METHODOLOGY

KEY POLICY IMPERATIVES:

1. Governance Reform:
   i. Omoluabi governance – ethical and responsible personal conduct and behaviour, comfortable under the microscope
   ii. Putting the people at the centre of all government policies and agenda
   iii. Performance-based governance
   iv. Inclusive governance
   v. Governance accountability
   vi. Focused on policy impact with constant measurement

2. Professional, merit-based, and proactive Bureaucracy
   i. Reenact the glorious days of the Civil Service in Western Nigeria
   ii. A service that is policy based and policy informed.
   iii. The Civil Service must be a responsive and thinking bureaucracy that will be efficient in the delivery of excellent public services
   iv. Lean, devoid of wastage and that will uphold public trust.
   v. A service with professional and special skills where deployment and career progression are based on equity, and are motivating and engender creativity
   vi. A service that encourages, and is open to, the interchange between public, private and voluntary sectors
   vii. A service with more rapid promotion for the high flyers but with no presumption of permanence in posting
   viii. A service with a more strategic and innovative approach to policy
   ix. A service that organizes government around problems and not problems around government

KEY ACTION STEPS:

1. A common Local Government Strategy needs to be developed with specific attention at ensuring that the local governments, as the tier closest to the people, have direct relevance to the needs of the grassroots.

2. The Southwest States must set credible standards of performance especially in the interface between the State Governments and the Local Governments. This should be reflected in management, inter-governmental cooperation, transparency and commitment to overall public good.
3. There should be a common set of indicators in respect of the transformation of the Civil Service across the Region in a manner that returns the Service to its glorious days.

4. Joint actions in capacity building, performance management, service delivery, and other critical areas must be encouraged.

   - Heads of Service in the Region must immediately meet to establish a platform for achieving the above and more, and also set in motion the machinery for regular meetings among themselves.

5. There is a need for a Leadership Training Programme through, for example, a South West Institute for Leadership Training.

11. **CONFLICT MANAGEMENT**

It would not augur well for the region to abandon the socio-political environment in which all of the initiatives will have to thrive. There is the need to put in place a homegrown conflict management mechanism that will ensure peace and stability in the Southwestern region of Nigeria.

The following are *four building blocks* for the conflict management framework.

1. **Establishment or Reactivation of the Public Complaints Commission/Office of the Ombudsman**

   Majority of the people of the region do not have easy access to justice mainly because they are unable to afford a lawyer. However, an equally efficient alternative that will ensure that their grievances are heard and acted upon is through the Office of the Ombudsman.

2. **Establishment of a Regional Early Warning Centre**

   Early warning centres may be established in all the States of the Region, with a centrally located State in the Southwest as headquarters. The strategies and decisions for averting crisis situations will be made at the headquarters, and will be informed by the data received from all the states (centres) of the Early Warning System.

3. **Constituting an Apolitical Council of Elders**

   The list shall comprise eminent persons from various segments of society, including women, political, traditional and religious leaders”. While the overall idea of the Council of Elders is not new to the Yoruba customs and practices, the urgent need for such a Council in the region, which must be entirely apolitical in nature, cannot be over-emphasized.
4. **Peace Education at All Educational Levels**

There is the need to include Peace Studies (also referred to as the culture of peace) in the curriculum of all students in the region.

---

12. **ACTUALISING THE ROADMAP:**

Implementation is very critical to the success of the *DAWN* Roadmap. Actions must be well-planned, concerted, and executed swiftly.

Below are some of the recommended steps:

1. Advocacy must be stepped up at all levels for the enthronement of True Federalism.

2. The Governors of the Southwest States must not only continue with the current intra-regional engagements, but proceed further by making key policy engagements included in this *DAWN* Roadmap.

3. Immediate convening of a **Critical Stakeholders Forum** to mobilize support and actions for the *DAWN*.
   
   i. Political leadership at the Executive and Legislative levels
   
   ii. The Organised Private Sector
   
   iii. The Media
   
   iv. The Civil Society
   
   v. Yoruba in the Diaspora

4. Prepare a **Western Region Integration and Development Masterplan** as the blueprint to guide the development of the Region for the next ten years covering 2011 – 2020.

   i. The Masterplan must maximise the possibilities of congruity across borders extending to Kwara, Kogi, Edo and Delta States

   ii. Only projects and programmes that would contribute to the socio-economic development of the Regions qualify to be included in the Masterplan.

   iii. The Masterplan must identify the key targets for the growth of the Region.
iv. The Masterplan must locate the main development corridors

v. The Masterplan must identify key cluster projects to be implemented, and also the key enablers

vi. The Masterplan must develop a concise implementation action plan

5. Immediate establishment of a **Regional Integrated Development Commission (RIDCOM)**. The Development Commission must be a public-private partnership between governments and the private sector in the States and should be an organ that assists governments in the Region to do the following:

- Facilitate coordination between relevant state government departments and the private sector
- Promote cooperation between government and the private sector in the provision of adequate infrastructure and manpower to turn the Region into the first region of choice in West Africa
- Identify the infrastructure needs of the Region and encourage provision of such infrastructure through public-private partnership
- Identify investment opportunities within and outside the Region and assist the states to attract investment for development of the Region
- Cooperate with state governments, local governments and other statutory bodies to promote equitable delivery of services within the Region
- Monitor and evaluate region-wide development projects with the view to making them meet global standards

6. Immediate establishment of the following:

a. Southwest Investment Promotion Office

b. Southwest PPP Office

For maximum impact and effective implementation of this **DAWN** Roadmap, the key strategies need to be dimensioned into the following key tracks:

1. Immediate, low-hanging

2. Short-term results
3. Medium-term results

4. Long-term results

5. Institutional framework for generational sustainability

13. CONCLUSION

In conclusion, Yorubaland possess the resources, the talent, the ethos and if mustered, the will, to chart a new course of action that will transform the Region from its current unenviable state into the 21st century economy, with modern infrastructure, leveraging the collective strength and capacity of a productive and happy people, and becoming indeed the first place of choice to live, to work and to visit by all peoples across the world.

Their Excellencies the Governors of Ekiti, Lagos, Ogun, Osun and Oyo, also mobilising their other colleagues across the old Western Nigeria, and Yoruba people in Kwara, Kogi, and indeed all over the world must lead this effort.

This is a compelling demand by posterity.

DAWN is a compelling demand for posterity.

EPILOGUE

Yoruba, by nature and natural inclinations, are a very development-oriented people. We have a very proud heritage and are also very acutely conscious of personal dignity. We have well-developed mores and norms, subsisting long before the arrival of the Europeans on the scene.

This document quotes copiously below from Prof. Banji Akintoye’s lecture titled: ODUA, KNOW THYSELF, a keynote address delivered at an Afenifere Renewal Group public event, at the City Hall in Lagos, April 26, 2010:

“The whole Yoruba system is, very obviously, strongly rooted in a belief in the sovereignty of the people – in the belief and assumption that power belongs to the people, and that the sole duty of rulers is to serve the welfare of their people. Not only did the system’s operation involve conceptually all citizens, it strongly emphasized the dignity of the individual, the right and freedom of the individual to speak and to be heard with respect, and fairness and equity in the
allocation of opportunities. It fully included and respected women at all levels. It emphasized selection or election by the people as the source of legitimacy of public officers. In fact, the system of election introduced by Europeans into Africa in the 20\textsuperscript{th} century is arguably not superior to the Yoruba indigenous practice in any essence – and elections were by no means new or strange to us as a people.

Hugh Clapperton, the English explorer and the first European to penetrate into the interior of our Yoruba country – in 1825-6, wrote about the cities and the villages he passed through, their orderliness, their safety, their neatness, the grandeur of Yoruba cultural milieu, the pride of a law-abiding people whom he described as “industrious”, “happy”, “clean in their persons and clothes”, “respectful of the laws”, “civil”, and “hospitable” – and self-respecting. To really know how highly self esteemed people the Yoruba are, Clapperton’s account of his disappointment about finding any Yoruba man throughout his journey to carry his hammocks says it all. Clapperton and his men knew that European explorers commonly traveled in Africa in hammocks carried by Africans, but discovered, to their disappointment, that Yoruba people would never carry such a thing. Everywhere, the young Yoruba men whom they approached to do it answered that it was a task “fit only for horses”. In one village, after a lot of entreaties, some strong boys agreed to do it, and Clapperton climbed into it and it was lifted onto their shoulders. But Clapperton’s journal recorded, “the bearers had proceeded only a few paces when it was - - - suddenly let down, and the fellows scampered away as fast as their legs could carry them”.

Our political culture also made us confident and self-assured persons. We honor our rulers and leaders, but we cherish our freedom of expression, of choice and of association, and we expect to be decently respected by persons who exercise authority over us. We want to be part of the molding of the direction of the affairs of our society, and on the whole, the average Yoruba man or woman can be quite eloquent in expressing views over the affairs of society, and quite skillful in forming and running societal groups. Even among enslaved Africans in the slavery setting in the Americas, observers remarked of enslaved Yoruba men that they were “proud – even haughty”. Similar remarks were made during British colonial rule by British bureaucrats. One such official who served for many years in Nigeria remarked that of British African subjects, the Yoruba were one people who never treated the British or any white man as a god. He wrote: “In my experience the Yoruba regarded themselves as superior to the British. - - - A Yoruba child would look at an important European and shout, “Hello, white man,” – as if the white man were a freak.”
This is the Yoruba. The need to restore this high sense dignity and self-worth remains an urgent and critical imperative. The alternative is to go deeper into the abyss. The Yoruba have vested the authority to lead them out of the developmental quagmire in the hands of the current Yoruba political leadership. It is under their authority that the people expect to see progress and irreversible developmental strides.

The political leadership must lead the charge. Indeed, it is very easy to lead the Yoruba people and enjoy their support and goodwill. However, good, responsible, responsive and impactful governance is a sine-qua-non to reap such benefits. We would be doing ourselves and future generations a world of good by championing this cause at this point in our history. As our people will say ....... ‘O d’owo yin o’