

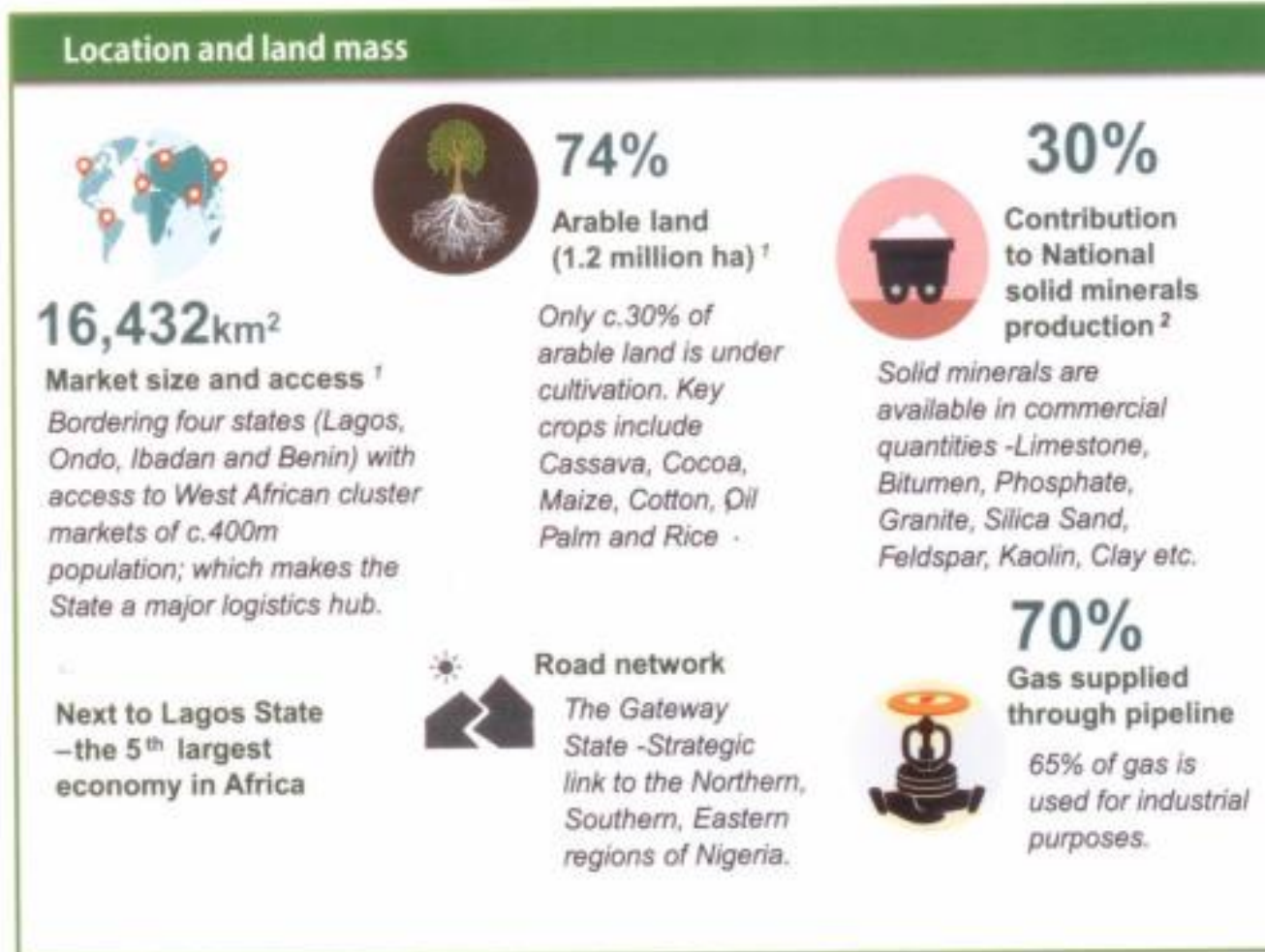
# IGR Expansion and Sustainability Plans for Ogun State

Comrade Kehinde Sogunle  
Labour Party Gubernatorial Candidate, Ogun State

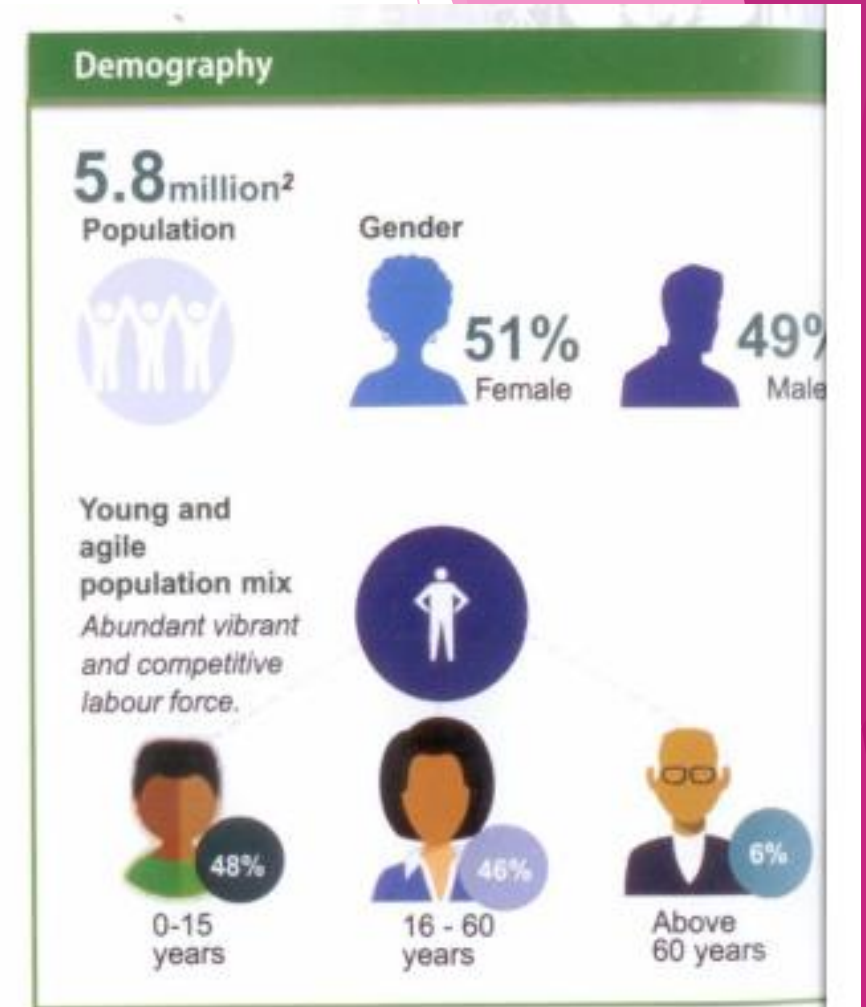
# Outline

- ▶ Ogun State in Context
- ▶ Current Paradigms
- ▶ New Realities
- ▶ Revenue Enhancement Strategies
- ▶ Facilitating the Revenue Base
- ▶ Expanding the Revenue Base
- ▶ Conclusion
- ▶ Q and A

# Ogun State in Context



Source: Finding Value in Nigeria's Natural Wealth<sup>1</sup>, National Bureau of Statistics<sup>2</sup>



# Ogun State Economy

## Economic highlights



**N553k**  
(US\$1,620)  
Per capita income



**c.N339billion**  
(US\$892mn)<sup>1</sup>  
Annual budget  
c.51% of the state  
budget is capital in  
nature.



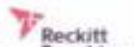
**4**  
Industrial  
hubs<sup>2</sup>  
Investment hubs  
mostly share  
resources, hence  
benefit from  
economies of scale.



**3**  
Free Trade Zones  
(FTZs)<sup>2</sup>  
Highest number  
of FTZs in Nigeria  
– Olokola FTZ,  
Igbesa FTZ and  
Kajola FTZ.



Home to  
several global  
MNC's and  
large local  
corporates



DANGOTE

## Others



**1st**  
Number of Tertiary  
institutions<sup>3</sup>

Highest number of  
tertiary institutions in  
Nigeria (23) with easy  
access to trainable  
labour.



**477**  
Primary health  
centres<sup>5</sup>

Only 268 of the PHCs  
are operational with  
opportunity for  
investment in  
rehabilitation.



**c.20**  
Tourist  
attractions<sup>4</sup>

Including Olumo rock,  
one of the most popular  
tourist destinations in  
Nigeria, located in the  
ancient city of Abeokuta.



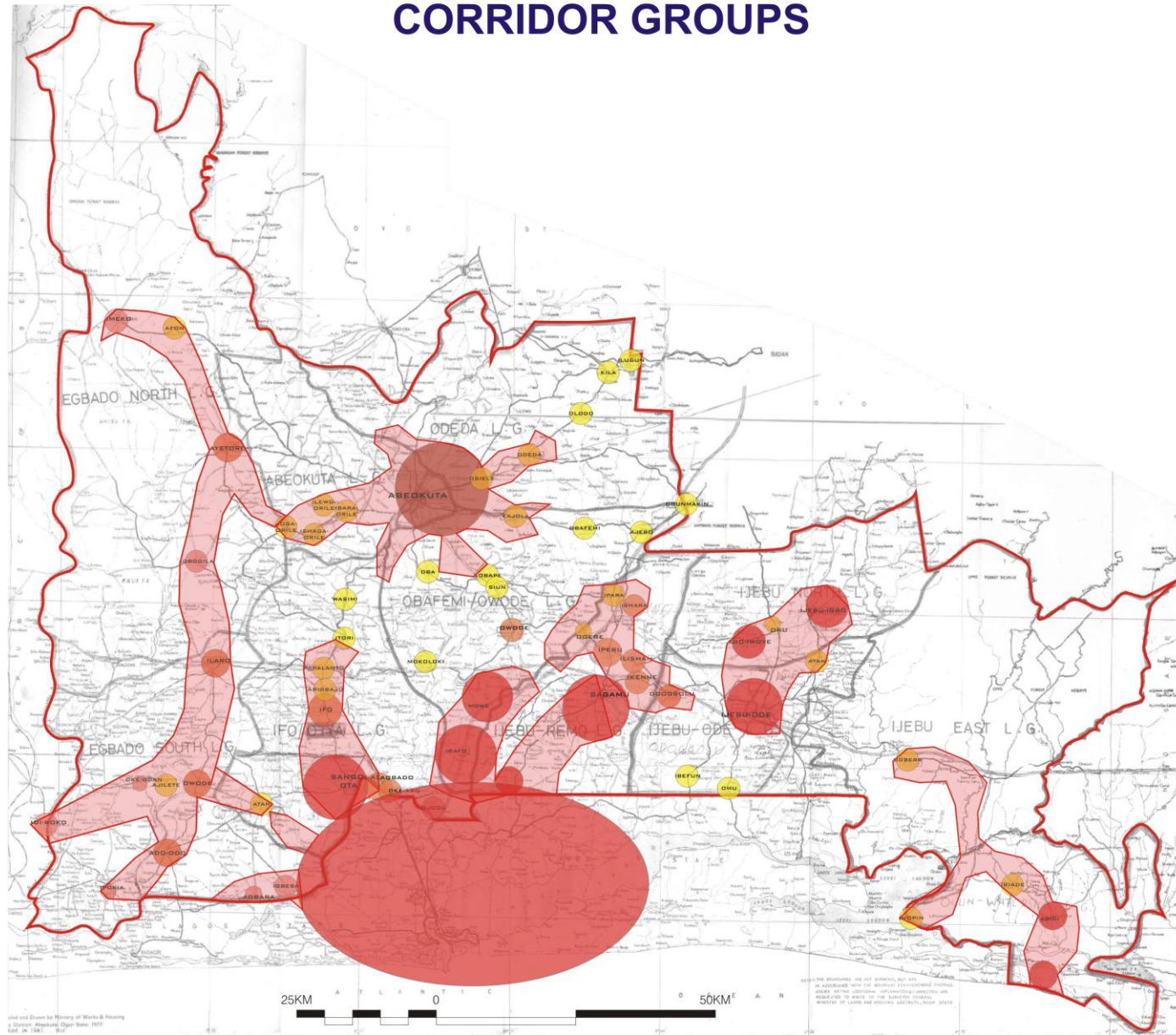
**4th**  
World Bank  
Subnational Study  
on Ease of Doing  
Business Ranking<sup>6</sup>

For starting a  
business, out of 36  
states in Nigeria and  
the Federal Capital  
Territory, Abuja.

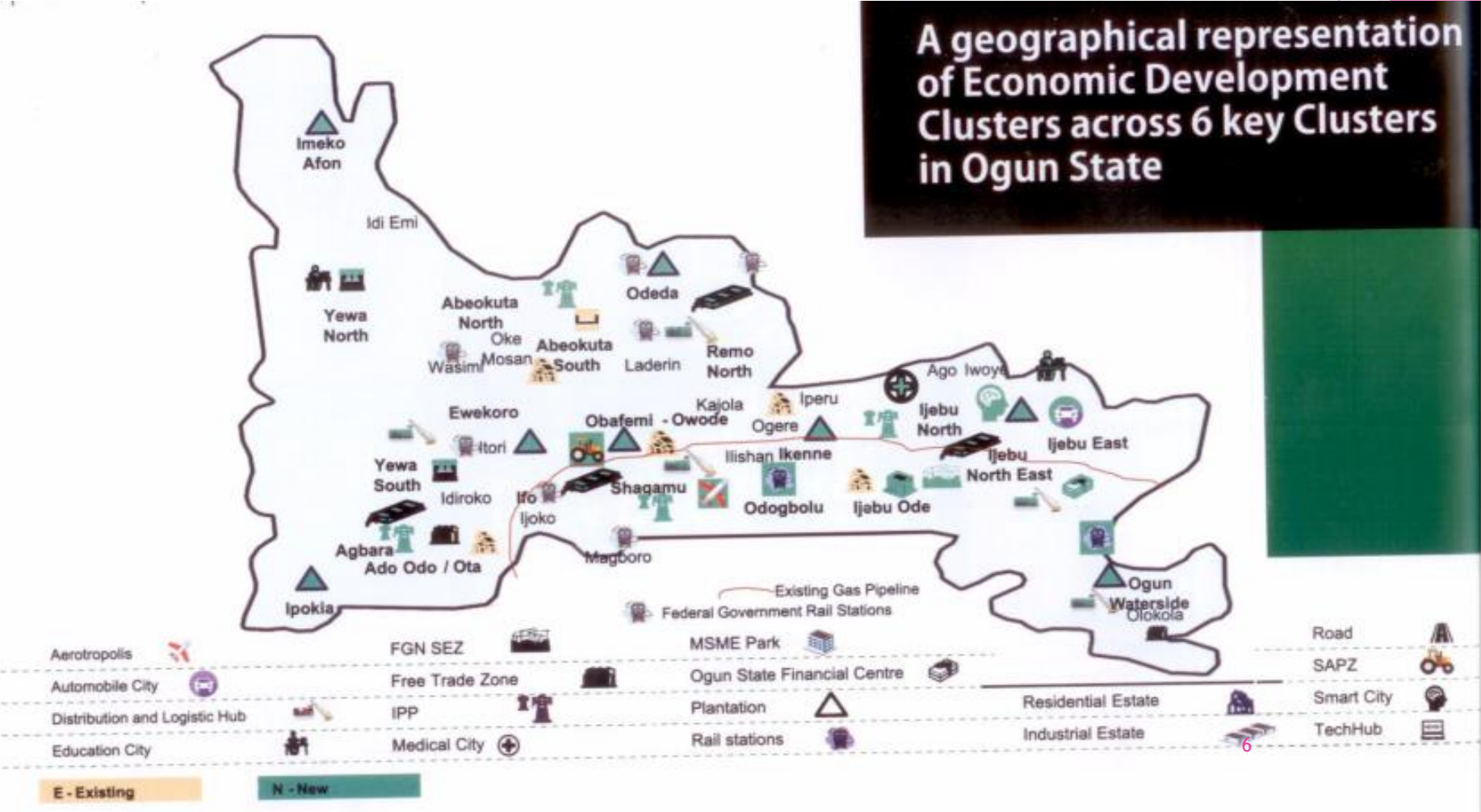


# Land Use

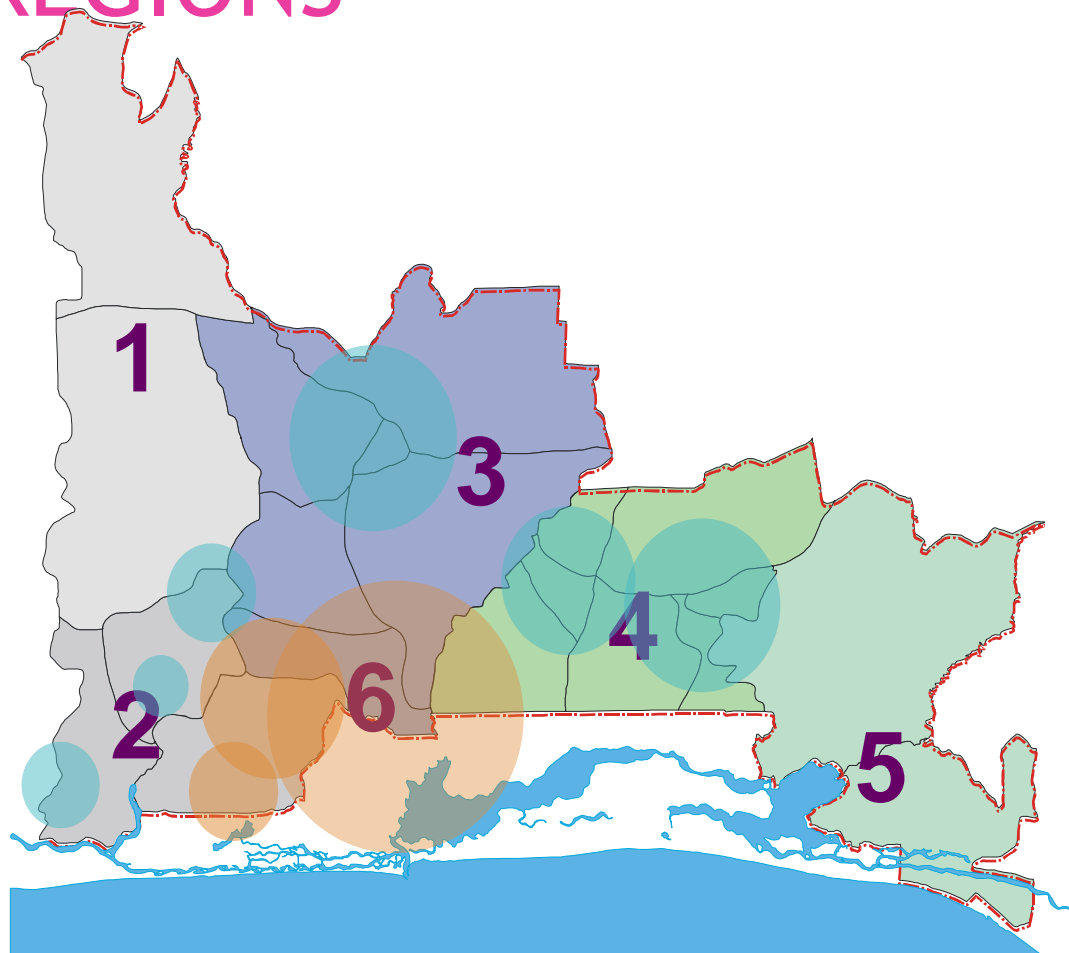
## OGUN STATE REGIONAL PLAN CORRIDOR GROUPS



# Development Clusters



# SUB REGIONS



| SBR | LOCATION      | LGA  |
|-----|---------------|--|
| 1   | NORTH WEST    | IMEKO AFON, YEWA NORTH   |
| 2   | SOUTH WEST    | ADO-ODO/OTA, IPOKIA, YEWA SOUTH  |
| 3   | CENTRAL       | ABEOKUTA NORTH, ABEOKUTA SOUTH, EWEKORO. IFO, OBAFEMI /OWODE, ODEDA            |
| 4   | EAST CENTRAL  | IJEBU NORTH, IJEBU NORTH EAST, IJEBU-ODE, IKENNE, ODOGBOLU, REMO NORTH, SAGAMU |
| 5   | EAST          | IJEBU EAST, OGUN WATERSIDE   |
| 6   | PRESSURE ZONE | ADO ODO/OTA, EWEKORO, IFO, OBAFEMI-OWODE, SAGAMU                               |

# Gateway Advantages

- ▶ Industrial Capital - Major Clusters - Agbara, Two Free Trade zones,
- ▶ Education Capital - 21 Higher Institutions
- ▶ Social Capital - Vibrant and Viral Social Culture
- ▶ Sports Capital - Four Stadia - Many Champions
- ▶ Spiritual Capital - Large Religious Centres -RCCG, NAFSAT, MFM, Winners etc
- ▶ Historic Capital - Many Heroes, Mentors, Political and Economic Activists



# Vision and Mission

## ▶ Vision

- ▶ Our people should be healthy, well educated, gainfully employed and live happy and fulfilling lives. Our cities, towns and villages should be well planned with adequate infrastructures. Our economy should be buoyant and sustainable, Ogun State must be prosperous!

## ▶ Mission

- ▶ To significantly create conditions that will catalyse the socio-economic activities in the state by adopting models that will create wealth, as well as engage and reward stakeholders for sustained peaceful coexistence.

# Government Levers for IGR Enhancement

- ▶ Assets - Land and Locations, Monuments places
- ▶ People - Heroes, Models, Mentors, Activists
- ▶ Authority - Supportive regulatory controls
- ▶ Institutions - Efficient Facilitators and Activators

# Challenges

- ▶ General consensus is that the States should radically improve their IGR Federation sources are becoming increasingly unpredictable and unreliable
- ▶ Necessary for the Economic Independence required from depending on allocations from the centre
- ▶ Delivering the dividends of democracy as well as running the machinery of government require significant financial resources
- ▶ The potential for other revenue sources have not been explored largely because of information asymmetry
- ▶ Citizens usually resist revenue collection efforts that do not present immediate value opportunities
- ▶ The investments required in policy, programmes, infrastructure and time do not meet the expectations for immediate cash requirements to meet current cash pressures

# Current Paradigms

- ▶ The potential for other revenue sources have not been explored largely because of information asymmetry
- ▶ Citizens usually resist revenue collection efforts that do not present immediate value opportunities
- ▶ The investments required in policy, programmes, infrastructure and time do not meet the expectations for immediate cash requirements to meet current cash pressures
- ▶ Most efforts including PPP's have been focussed on efficient cash collection and tax management process enhancement
- ▶ Sufficient integration of data sources and stakeholder management have not been sufficiently exploited



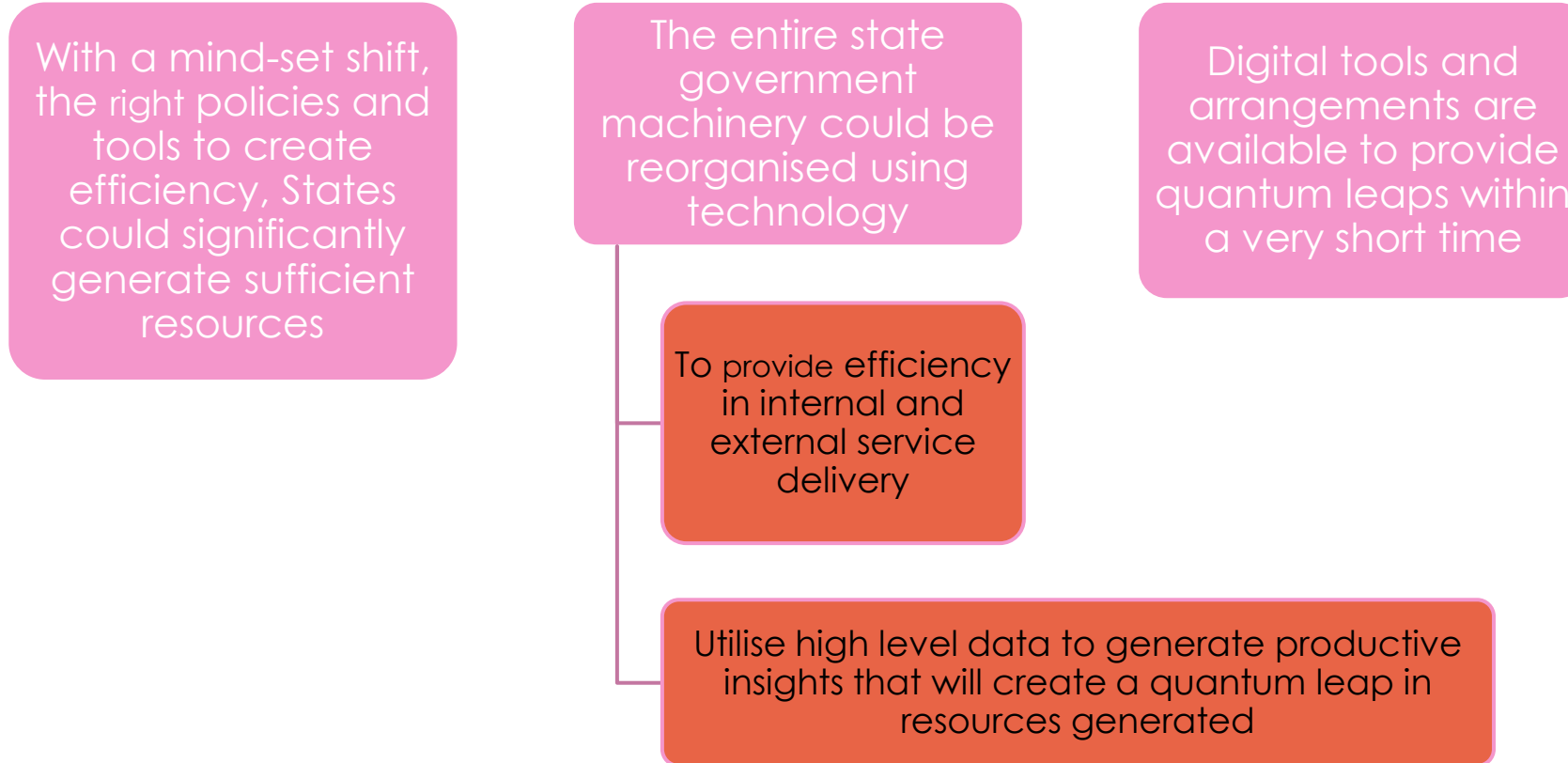
# New Realities

- ▶ States have resource requirements that could facilitate less dependence on Federation Resources
- ▶ States can creatively reorganise the Internally Generated Revenue machinery with data driven high level insight and wisdom
- ▶ The Revenue Bases derive from citizens that are interconnected and related.
- ▶ Quantum leaps in IGR can be achieved whilst successfully deploying intelligence machineries among disparate valuable data sets
- ▶ This can be achieved at very low or minimal initial start up costs to the State
- ▶ Rapid deployment for immediate value addition is imperative

# Proposed Model

- ▶ Low cost incidence and fast implementation turnaround
- ▶ Focus on holistic and deeply pervasive revenue generation potential
- ▶ Adopts all elements of the current digital wave of social, mobile, cloud, GIS, IOT and Security
- ▶ Geared towards exciting quality, a new service delivery culture creating convenience and a sense of worthy citizenship
- ▶ Collaborate with other agencies to derive maximum value from previous investments to create coordination and cohesion
- ▶ Stimulate a wave of digital government that benefits all

# Technology is shifting the Paradigm again



# A new paradigm

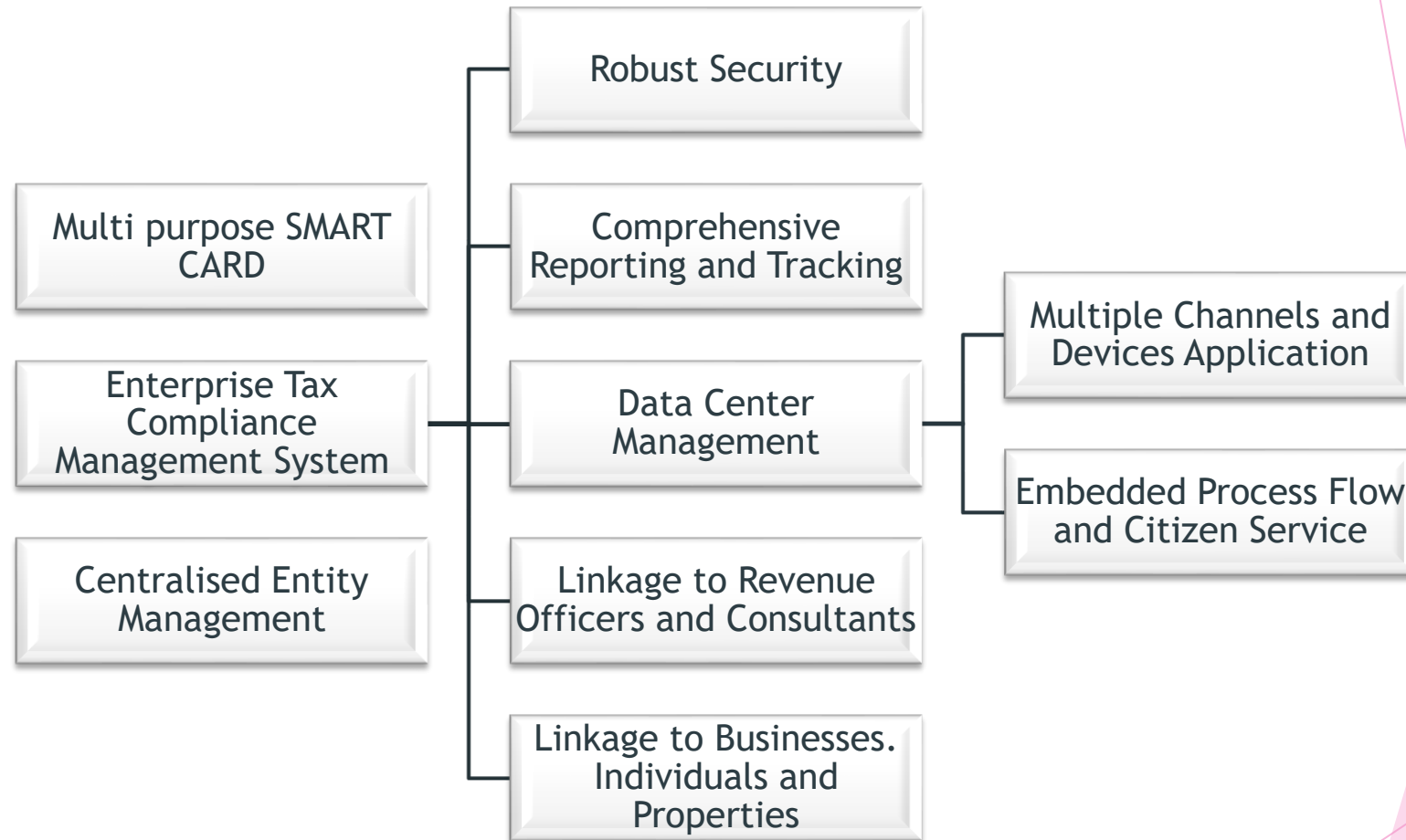
- ▶ The most common reaction has been a combination of spending reductions and tax increases.
- ▶ This is a new landscape for public governance, one that requires much more than simple, temporary fixes such as tax increases or cost cutting.
- ▶ Governments still will be required to provide leadership and services that address the evolving needs of 21st Century citizens.
- ▶ For those services to take root, they will need to be grounded in governments that are models of economic efficiency and fiscal sustainability.



## Essential Features of the New Paradigm

- ▶ Leadership with the ability to collaborate across agency and jurisdictional boundaries.
- ▶ Working with stakeholders to find best practices, utilize technology and create open and collaborative approaches to solving major issues.
- ▶ And, in the face of mounting complexity, government agencies to use all of the data at their disposal to optimize their resources and inform their decisions.
- ▶ Government agencies can find not only cost savings but enhanced operational dexterity, increased collaboration and improved performance.
- ▶ Using data analytics and new delivery modules will help pave the way for more transformative efforts and can lead to measurable return on investment and improved quality of life for citizens.

# In the New Horizon

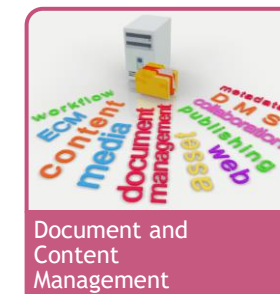
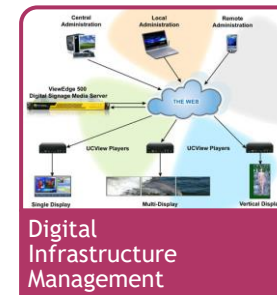
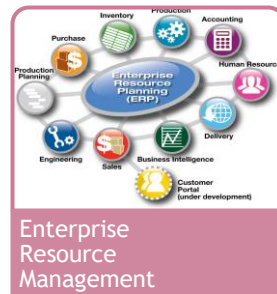
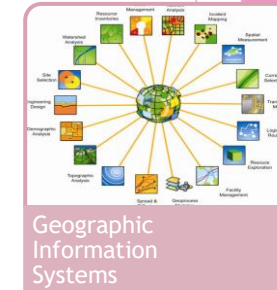


Revenue Enhancement

Systems Improvement

Cost Reduction/Value Additions

# We can get more from Technology



Using data analytics and new delivery modules like shared services will help pave the way for more transformative efforts and can lead to measurable return on investment and improved quality of life for citizens.

# Revenue Enhancement Strategies

- ▶ Intergovernmental Communication and Collaboration
- ▶ Document, Archiving and Content Management
- ▶ Citizen Engagement and Experience Centres
- ▶ Linking citizen activities to Effective Tax Management and Administration
- ▶ Revenue Integration Congruence - Datamining and Insights
- ▶ Improved Social Services - Health, Education, Security and Transport,
- ▶ Utilities Management - Water, Waste and Electricity
- ▶ Financial Engineering - Managing Financial Pools - Keep cash in - Efficient Banking Relations and Treasury Management
- ▶ Optimise Technology Infrastructure - WIFI, Cloud Services, Data Centre Utility, Telephony



# Communication and Collaboration

- ▶ This is the era of devices - smartphones, tablets, PC's and Big Display
- ▶ Opportunities exist for savings and efficiency in streamlining functions and setting up offices
- ▶ Inward looking strategies and savings will accrue from the build up of equipment, and a new culture of collaboration and efficiency
- ▶ Optimal use of Devices, Data and Communication equipment that are ubiquitous could lead to tremendous change in outcomes
- ▶ The infrastructure of power, WIFI and data can be utilised more effectively

# Document Archiving and Content Management

- ▶ Document Management including storage and retrieval has been a great of concern and inefficiency for governments
- ▶ Current anti corruption posture demands effective management to reduce inherent risks of leakages and security
- ▶ Fosters accountability and compliance with due process and other statutory requirements
- ▶ Need to institute retrievable archival systems to optimise space demands
- ▶ Fosters efficient operations at the right level with cost reduction potential
- ▶ Signals effective governance in a digital age

# Citizens Engagement and Experiences

- ▶ Time is a precious resource of the elected official
- ▶ Perceptions are usually a reflection of the quantum, pattern and mode of engagement with stakeholders
- ▶ Visitor, Contact, Stakeholder Management and Service Delivery are critical to citizen satisfaction
- ▶ Digital appointment management, Messaging and Collaboration, Digital Communications are essential to effective engagement
- ▶ Meetings and Contacts are reduced as needed and essential
- ▶ Proactive relationship management is critical to stakeholders
- ▶ Data Mining and Insight Management is critical to strategic communication

# Linking Activities to Revenue Generation

- ▶ Stakeholders with key engagements constitute critical contributions to IGR - Pareto 20:80 Rule
  - ▶ Political stakeholders, Business Investors, Financial Advisors and Providers, Enlightened Residents
- ▶ Utilise contact information to deepen revenue pool for revenue pull
- ▶ Linkage to effective tax administration systems with innovations including but not limited to dynamic databases, use of smart cards, on line assessments and payments, accounting and reporting and enforcements
- ▶ Application of revenue congruence through Data Analytics -the winning edge
  - ▶ Land transactions, Motor Vehicles Registration, Significant Banking Transactions etc etc
- ▶ Possibilities for effective application of GPS and Internet of things



# Revenue Congruence Possibilities

- ▶ Most current systems have focused on more efficient collection and enforcement machineries.
- ▶ Significant revenue enhancement could result from effective data integration and data mining and business intelligence
- ▶ Linkages between beneficiaries of health, education, transport and other social welfare systems to revenue generation could generate significant outcomes.
- ▶ We are swimming in Data and drowning on insight
- ▶ Various options can be generated with intelligent use of data
- ▶ Social sector collections tied to salaries could be mined to identify areas of leakages and waste - deductions, NSITF, NHIS, NHF Pensions etc

# Improved Social Services

- ▶ Significant data can be utilise to optimise expenditure, derive benefits and make provision of social services efficient
  - ▶ Health - Heath Insurance Participation for citizens, Health Services Delivery, Provision of Shared Facilities and other anciliary benefits and services
  - ▶ Education - pedagogy and content management, school administration, examinations and certificates, outcomes and policies
  - ▶ Security - Incident tracking, preventive measures, evidence gathering
  - ▶ Employee Welfare, pensions and deductions - Access to benefits from contributory schemes, cleansing of duplications and waste in collections
  - ▶ Housing - Access to mortgage development pools, tracking and facilitation of benefits
  - ▶ Employment Generation - Database, Tracking, Development and Deployment

# Utilities Management

- ▶ Utilities - Water, Electricity and Waste are essential for citizen satisfaction
- ▶ Improved data utilisation can enhance service provision and reliability
- ▶ GPS Information, Citizens Database and Biometric Cards will be useful for service planning of Utilities
  - ▶ Water - Distribution network, Fault tracking and Billings Collection
  - ▶ Electricity - Citizen Needs Assessment, Loads Management, Complementary Services
  - ▶ Waste - Waste Forecast, Management and Utilisation

# Financial Engineering

- ▶ Current situation requires efficient cash mobilisation - Cash is King
- ▶ Need to review cash flow process to trap all benefits and reduce unnecessary charges and waste
- ▶ Mop collections directly into financial vehicles
- ▶ Optimise financial relationship to eliminate floats and gaps
- ▶ Utilise appropriate channels for disbursement internally and externally
- ▶ Flow reporting on instant basis...on line, real time
- ▶ Financing Arrangements must optimise cash availability

# Optimise Digital Infrastructure

- ▶ Recognise that significant investments and arrangements have been made on ICT infrastructure
- ▶ Create framework and vehicles for capturing stranded energy for utilisation as off grid state-wide energy provision
- ▶ Reduce Capex on ICT significantly and optimise opex to area of great value potential and benefits
- ▶ Link WIFI investments to other social service provision - education, health and security
- ▶ Consider revenue stream from service provisions extended to citizens e.g WIFI to students and the business populace

# Facilitating the Revenue Base

- The main thrust of our coming government will be human capital development to leverage on the abundant talent, energy and enthusiasm that Ogun State people have displayed at all times, nationally and internationally, to create Better Economies, Better Communities, Better Environment and Better Government.
- We will pursue aggressively the global agenda enunciated in the Sustainable Development Goals (SDGs) and will be a model and bench mark for global governance practices utilizing 'development from below' principles.
- We will address comprehensively, robustly, creatively and through digital transformation the lingering issues around security, corruption, unemployment, food security, energy and power provision and waste management as well as for accountability and transparency.
- We will utilize our profile and credibility to attract local and global private and multilateral capital to build and maintain functional and critical enabling infrastructure, as well as impactful social interventions

## KEHINDE SOGUNLE GUBERNATORIAL CAMPAIGN (KSGC) SHIELD MANIFESTO PILLARS



**S - Security**  
**H - Human Capital Development**  
**I - Infrastructure Development**  
**E - Economic Power and Independence**  
**L - Leadership Development**  
**D - Digital Transformation**

## KEHINDE SOGUNLE GUBERNATORIAL CAMPAIGN (KSGC) SHIELD MANIFESTO PILLARS



# Expanding the Revenue Base

There is an urgent need to address the poverty, despair and the paucity of opportunities in the State by stimulating accelerated, inclusive and sustainable wealth through employment intensive human driven activities that explore and exploit the high end of the global economic value chains.

We will encourage the teeming youths by promoting creativity, employability, innovation and entrepreneurship to stimulate a quantum leap of an independent non-oil based C - SEATS economy, focusing on the robust and lucrative value chains of Construction, Sports, Entertainment, Agriculture and Technology and Services that would create a cohesive, cooperative, inclusive and happy life for all and sundry.

KEHINDE SOGUNLE GUBERNATORIAL CAMPAIGN (KSGC)  
PILLARS OF ECONOMIC DEVELOPMENT

|   |   |               |
|---|---|---------------|
| C | - | Construction  |
| S | - | Sports        |
| E | - | Entertainment |
| A | - | Agriculture   |
| T | - | Technology    |

KEHINDE SOGUNLE GUBERNATORIAL CAMPAIGN (KSGC)  
PILLARS OF ECONOMIC DEVELOPMENT