

# Oyo State Agribusiness Strategy



**(Our vision, Our plan)  
2019 - 2023**



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## Acknowledgement

Every successful human endeavor begins with planning and crafting of a well-thought out strategy. This applies also to agriculture for a genuine transformation to occur. This strategy is therefore a deliberate attempt by the Oyo State Government to revolutionize agriculture and create a positive impact in wealth and job creation and the overall livelihood of the people.

This strategy document would not have been possible without funding support from the Oyo State Government. We, therefore, take this opportunity to thank the Governor of Oyo State, Engr. Seyi Makinde for supporting this project.

Our appreciation goes to the lead facilitator of the strategic meeting, Mrs Hannah Anighoro without whom it would have been difficult to unwrap the vision of the state and craft the implementation plans.

We acknowledge the support of the Executive Adviser to the Governor on Agribusiness, Hon. Adebowale Akande who midwived this process to a logical conclusion.

The West Africa Hub of the International Institute of Tropical Agriculture provided invaluable assistance during the execution of this work. Special thanks to Dr Robert Asiedu, for his leadership; Prof Friday Ekeleme, for his guidance; and Sylvia Oyinlola for the linkages with the IITA-Benin team.

We will not forget the support of Mrs Modupe Banwo, Mrs Ezinne Ibe, Mrs Toyin Oke, and Ms Mary Ukam for providing the logistical support for a successful retreat in Cotonou, Benin Republic.

Kudos to Mrs Rose Umelo and Mrs Yvonne Olatunbosun for the edits and Ms Sherry Adisa for painstakingly ensuring that the design of this strategy meets global standards and is appealing to read.

Lastly, we would like to express our deep appreciation to the officials of Oyo State who openly shared their thoughts on their envisioned future for the State and defined a strategic direction to make Oyo State the hub of agribusiness.





## A message from His Excellency, the Executive Governor, Oyo State



It gives me great pleasure and a sense of responsibility to present to you the Oyo State Agribusiness Strategic Report 2019 and to provide the foreword. The title of this report “Transforming Oyo State to an Agribusiness Hub. Our Vision, our Plan” reflects our strong commitment to engage and harness agribusiness potentials and opportunities in Oyo to create wealth and prosperity for the great people of this State.

Our focus on transforming the economy will be strongly dependent on our ability to reshape and revamp our agricultural sector, changing from the current practices generally dominated by subsistence production to agribusiness that supports our ageing farmers to produce commercially and develop our younger generation in agriculture for sustainability. We want to move forward by engaging in the combination of the techniques, management, and business of agriculture, using the best practices available worldwide.

Oyo State has a substantial comparative advantage in developing its agricultural sector as a pillar of its economic development for revenue generation, job creation, and as an agribusiness hub for Nigeria and, indeed, Africa. We will stand at a great advantage with our hospitable historical background, vast arable land, enviable agro-ecological advantages, ever-growing young population, excellent brains, and the presence of several Agricultural Research Institutes.

We are not unmindful of the attendant challenges that present themselves before us in the areas of decay in our rural infrastructure, demotivation of our youth in engaging in agriculture, current agricultural policy that does not reflect agribusiness, minimal budget for agriculture, currently ageing farming population, and low focus on processing and the exploration of value chain potentials.

Going forward, our State should expect Improved agribusiness engagement from an effective policy framework and data-driven agricultural development, improved rural security and agribusiness-supportive rural infrastructure at the core of our agenda. We anticipate that our actions will create a conducive environment for private sector investment and development partnerships that will create work opportunities and employment for young men and women as well as enhancing food security for the people of Oyo. We are looking forward to the growth not only of the production sector of agriculture in the State but also of the processing, logistics, and marketing components to unlock opportunities across the value chain of agribusiness, leveraging on technology and globally acceptable evidence-based best practices.

During the three days’ retreat as you would read in this report, I shared some key areas of immediate focus for the State in unlocking its agribusiness potentials. In all these, I will be the Chief Driver of this vision. Our Government will be ambitious in its plans, and we will deliver with accountability.

I want to commend my Executive Officials in the public service and the civil servants and officials of the State Ministries and Government Agencies who enthusiastically committed their time and efforts towards understanding my vision and brainstorming and strategizing to develop a roadmap towards achieving agricultural transformation. I would also like to acknowledge the team from the International Institute of Tropical Agriculture for facilitating the retreat, documenting this report, and capturing the critical strategic actions for the implementation of our plans. I thank the development partners, the African Development Bank and United Kingdom Department for International Development, for their invaluable contributions to our vision and commitment to supporting Oyo State’s agribusiness agenda. I also express my gratitude to the Ambassador of Nigeria to Benin Republic, the Management of the Songhai Centre, and the good people of Benin Republic for their great hospitality in hosting my team for five days.

I look forward to a challenging, exciting, and rewarding journey towards the achievement of the goals contained herein.

**Engr. Seyi Makinde**

Governor, Oyo State, Nigeria.



## Foreword by the Executive Adviser on Agribusiness to the Governor of Oyo State



On 29 May 2019, Oyo State ushered in a new Government under the leadership of Engr. Oluseyi Abiodun Makinde who set his development agenda on four pillars: education, infrastructural development, economic diversification, and security. The Agricultural Transformation agenda is regarded as one of the best approaches through which economic diversification will be achieved and sustained.

Oyo State has vast arable land of up to 28, 545 km<sup>2</sup>, and is reputed to have over 1.2 million smallholder farmers. Rainfall pattern is stable and the State lies between two agro-ecologies: the rainforest and derived savanna. These agro-ecologies offer the State the opportunity to grow diverse crops

but all these potentials in the agricultural sector have not been harnessed for the growth of its economy.

Agriculture has a strategic importance and potential to catalyse strong diversification in the economy and wealth creation through agribusiness that develops Small and Medium Enterprises across the agricultural value chains, providing linkages between the upstream, midstream, and downstream sectors of agriculture.

This roadmap is the renewed response of Oyo State, aimed at transforming the agricultural sector by fostering agribusiness driven through a new initiative tagged Public, Private, and Development Partnerships. The approach will be leveraging high impact technologies, the latest research findings, and innovative extension advisory services, providing a conducive environment driven by forward-looking policies aimed towards market-driven development of agriculture and long-term sustainable impact.

The realization of this vision will enable the State to raise its agricultural productivity by at least 50%, attract new private sector investment in agriculture, secure strategic donor partnerships, create business opportunities for the youth, and enhance food security for the people of Oyo.

I believe that this report will be a very useful tool to help provide the impetus required for the implementation of the Oyo State masterplan for Agricultural Transformation.

I am particularly grateful to His Excellency, the Executive Governor of Oyo State, the members of the Executive Council, members of the Oyo State House of Assembly, Oyo State Ministry of Agriculture and Rural Development, IITA, and national and international partners for participating in the retreat.

### **Adebowale Akande**

Executive Adviser to the Governor of Oyo State on Agribusiness.

## Executive Summary

Oil revenues have sustained the Nigerian economy with Oyo State as one of the beneficiaries in the last 50 years, but have failed to provide the millions of jobs that are needed to drive an inclusive growth and generate wealth and jobs. Realizing this lacuna, the new Governor of Oyo State, Engr. Oluseyi Makinde has embarked on reforms to transform the economy of state to be less dependent on oil revenues and, more importantly, create jobs for the spiraling youth population. The government has proposed a development agenda that is hinged on four pillars: education, infrastructural development, economic diversification, and security. The vision is to leverage on agribusiness and drive economic diversification. This choice is justified by the huge under-utilized agricultural and environmental resources in the state which makes agriculture the key to economic diversification and wealth creation.

To accomplish the agenda for economic prosperity, the state government organized a three-day retreat with the objective to co-envison and co-create an agribusiness implementation plan for the state. The aim of the retreat was to collectively develop a state-owned vision and roadmap for agribusiness transformation that will guide government's actions for the next three years and ten months. The report was subsequently validated by representatives of key ministries and stakeholders that were in the retreat/ meeting. The validation sought to ensure that the views and vision expressed during the retreat were correctly reflected and captured in the strategy. This report is therefore presented in two parts: The first part highlights policy recommendations that arose from deliberations from the retreat, while the second part of the report deals with the proceedings of the report. The policy recommendations that came out of the retreat included:

- Convocation of an agribusiness summit
- Establishment of a program on crop production targeting farmers, especially the youth and women with funding support of \$3million at the minimum.
- Anti-open grazing bill
- Creation of an agribusiness program on radio and television on agricultural best practice
- Transformation of the Agricultural Development Program (ADP) system
- Digitization of Oyo farmers
- Strategic collaboration with development and technical partners such as African Development Bank (AfDB), International Fund for Agricultural Development (IFAD), Bill & Melinda Gates Foundation, and United Kingdom Department for International Development (UK DFID), International Institute of Tropical Agriculture (IITA), AfricaRice etc.
- Subsidy on farm inputs such as herbicides, pesticides, and fertilizers
- Mechanization
- Land development
- Establishment of agricultural farming estates and training centers
- Aerial and soil mapping of available agricultural land in Oyo State
- Increasing investment in agriculture
- Transition from agricultural development to agribusiness development.
- Capacity development of staff of the ministry of agriculture and the Oyo State Agricultural Development Program

A roadmap with a timeline spanning 2019 to 2023 was designed for the implementation of the recommendations. There was a consensus agreement that all arms and staff of government must conscientiously work together to accomplish the articulated vision through the identified strategic directions and recommended policies. IITA commits to supporting Oyo State in this journey of agricultural transformation.

**Dr Nteranya Sanginga,**  
Director General, IITA





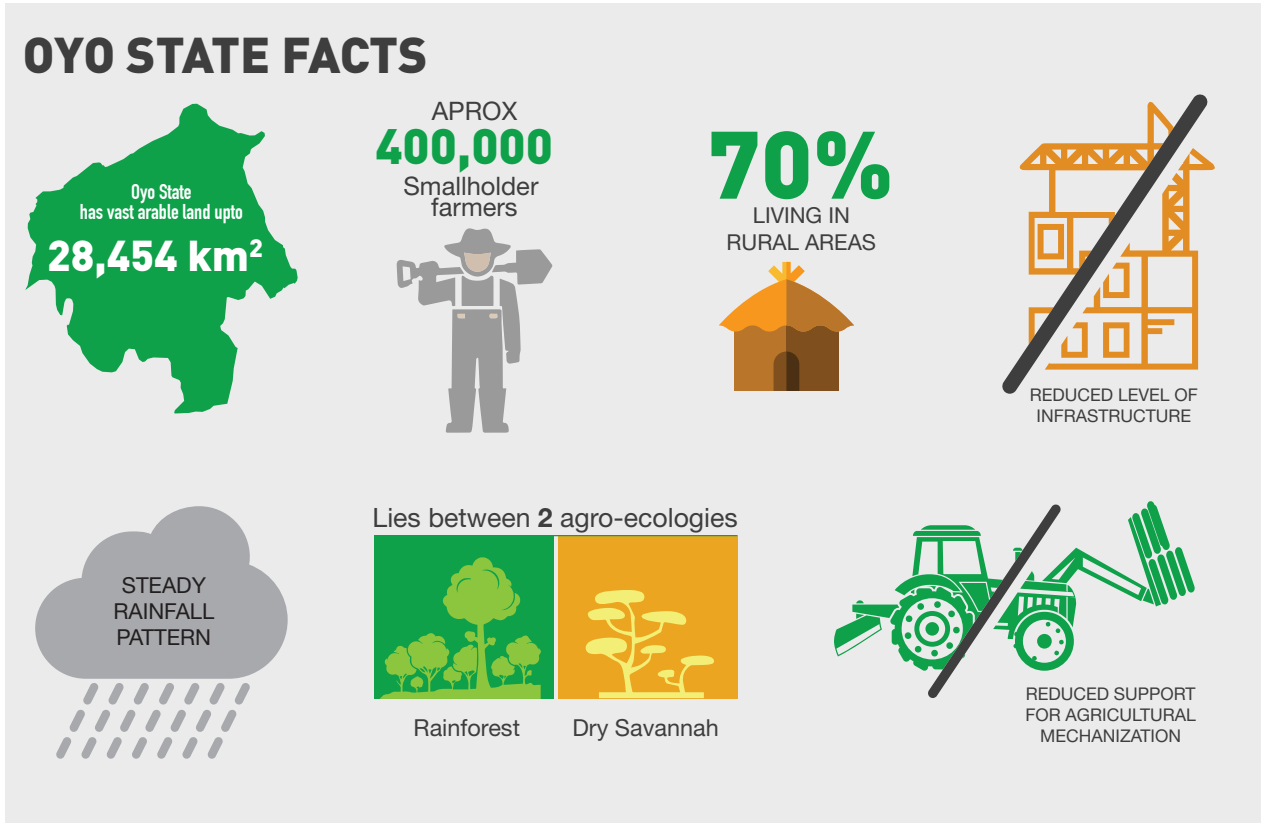


# TRANSFORMING OYO STATE TO AN AGRIBUSINESS HUB



# PART 1: POLICY RECOMMENDATIONS

## Background



Agriculture is an important source of livelihood and the main occupation of people in sub-Saharan Africa (SSA). The strategic importance of agriculture cannot be over-emphasized as it employs an estimated 70% of the labor force. However, it is dominated by subsistence farming in low- and middle-income countries and the developing world, including SSA.

In Nigeria, agriculture is the country’s single largest economic sector. The country has some of the richest natural resources for agricultural production in the world with over 84 million ha of arable land, (only 40% cultivated), a population of about 200 million people, making this Africa’s largest market, 230 billion m<sup>3</sup> of water, and abundant and reliable rainfall in over two-thirds of its territory. In 2016, agriculture accounted for 24.4% of Gross Domestic Product (GDP). The sector is highly concentrated on crop production, which accounts for 90% of output.

For Oyo State, agriculture holds the key to economic diversification and wealth creation. This is because of the comparative advantage Oyo has over the other States in terms of natural and

human resources. For instance, Oyo has vast amounts of land (up to 28,454 km<sup>2</sup> and is reputed to have about 400,000 smallholder farmers. The rainfall pattern is stable and the State lies between two agro-ecologies, rainforest and derived savanna, that offer the opportunity to grow diverse crops.

In spite of its high agricultural potential Oyo has not harnessed all these potentials primarily because its focus is still on the traditional approach to practices that are limited to rainfed seasonal agriculture, a policy not tailored towards agribusiness. There is reduced support for agricultural mechanization, poor linkages among the key players in the private sector, and a reduced level of rural infrastructure.

With about 70% of the people living in the rural areas and depending on agriculture, the low performance has resulted in poverty and a low standard of living. Linked to poverty is the growing unemployment, especially among the spiraling population of young adults, many of whom despise agriculture, having experienced its poor performance.





Consequently, the impact of agriculture on government revenues is relatively small and improvement in agricultural productivity is low for key actors.

## Roadmap for agricultural transformation

Dwindling revenues from the mineral sector occasioned by a burst in commodity prices and the threat to food security amid a rising demand for agricultural commodities have shifted the attention of governments to agriculture. Food imports alone to Africa are estimated at \$35 billion annually while malnutrition is on the rise, especially among women and children. In addition, youth unemployment is on the rise because of the few opportunities for decent jobs in either the urban or rural areas.

This roadmap is therefore Oyo State's response to the dwindling fortunes of agriculture. It aims at transforming agriculture by fostering agribusiness driven by private sector engagement; leveraging high impact technologies, the latest research findings, and innovative extension advisory services. It will also provide a conducive environment driven by forward-looking policies for large-scale commercial activities across value chains to attract private sector investments for market-driven development and long-term sustainable impact.

## Process of developing the Agribusiness Roadmap

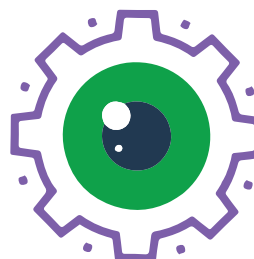
On 29 May 2019, Oyo State welcomed a new Government under the leadership of Engr. Oluseyi Makinde who set his development agenda on four pillars: education, infrastructural development, economic diversification, and security. On the pillar of economic diversification, the Government made agriculture the main element of economic transformation and social change. To develop a roadmap for this vision and engender the support of relevant stakeholders towards agribusiness development, the Government convened a three-day retreat to draw up a vision for agriculture and agribusiness development, identify obstacles that might hinder the realization of the vision, develop strategic actions to overcome the obstacles, and craft an implementation plan for the next three years and ten months.

## Oyo State Agribusiness roadmap

The roadmap is therefore a product of widespread consultation from a retreat that brought together key State actors and international development

actors including the International Institute of Tropical Agriculture (IITA), African Development Bank (AfDB), and UK Department for International Development to brainstorm on what needed to be done to bring about transformational change in the agribusiness space. The roadmap is also a derivative of the Oyo State Agricultural Policy Framework. The document is therefore a deliberate attempt by the State Government to unleash for the first time the potential of agriculture for economic diversification, prosperity and wealth, and job creation for both rural and urban youth. The roadmap highlights what needs to be done in the lifespan of the administration for maximum impact.

## Oyo State Vision for Agriculture



The vision for agricultural transformation is premised on agribusiness development, improving the technical business and management of agriculture which will result in improving crop and livestock productivity, strengthening linkages between farms and non-farm activities through agro-processing, and fostering private sector investment across the value chains. **The goal is to make Oyo State the destination of choice for agribusiness in Nigeria.**

## Elements of the Vision

The vision is characterized by the following critical and important elements.

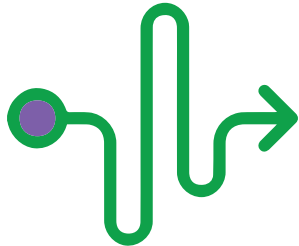
- Improved rural infrastructures that support agribusiness.
- Agricultural development that is data-driven.
- Improved market linkages.
- Effective policy framework.
- Improved rural security.
- A center for commercial agricultural production and processing.
- A highly developed agricultural small and medium enterprises (SME) sector.

An agricultural sector that creates job opportunities for young men and women.



**The realization of this vision will enable Oyo in the next three years and ten months to raise its agricultural productivity especially for maize and cassava by at least 50%, attract new private sector investment in agriculture, improve donor relations, create wealth for farmers, jobs for the youth, and food security for the people.**

### Obstacles



Despite the clear vision to transform agriculture and turn Oyo into an agribusiness hub, there are potential obstacles/barriers that could undermine realization. Therefore, realizing the vision demands an understanding of these barriers and development of actions that would overcome them. The identified obstacles are as follows.

- Unsupportive financial system.
- Anti-development attitude towards agribusiness.
- Ineffective security architecture.
- Poor enabling agribusiness policy.
- Inefficient check and balance mechanism.
- Low capacity of actors and farmers to adopt innovations.
- Low prioritization for quality agricultural data.
- Unprioritized development and maintenance of rural infrastructure.

### Strategic Actions



Overcoming the obstacles would require deliberate but strategic decisions to be taken. Such actions should be geared towards the following.

Ensuring a robust agricultural finance mechanism.

- Ensuring inclusive and sustainable agribusiness development.
- Improving evidence-based agribusiness development.
- Creating an enabling environment for agribusiness development.
- Improving rural security.
- Creating an enabling environment for agribusiness development.
- Fostering efficient technology and innovation for agribusiness development.
- Improving integrated rural infrastructure.

### Policy Recommendations



**Within the next three years and ten months Oyo State Government is committed to addressing these potential obstacles with a view to advancing the realization of the vision.**

To achieve agricultural transformation and become the hub for agribusiness in Nigeria, the State must consciously take proactive steps to address the constraints faced by farmers. Examples are low crop yields resulting from inefficient and traditional techniques, low quality output, post-harvest losses





and poor access to quality inputs, as well as lack of mechanization. Other challenges facing the sector are policy somersaults in addition to inadequate facilities (credit, irrigation, storage, processing), infrastructure (roads, transportation, power), extension services, and limitations to value addition.

The whole agricultural value chain must be made more efficient. Achieving such transformation will start by ensuring the right policy framework to promote agribusiness is in place to guarantee that the entire value chain is engaged to address issues of improved productivity, improved livelihoods, and reduced poverty and hunger. The following actions/steps are therefore proposed going forward,

### 1. Convocation of an agribusiness summit



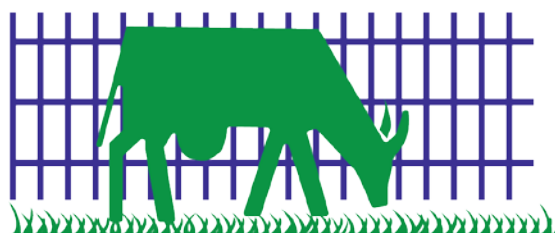
One of the drivers of agricultural transformation is the private sector. While Government plays the role of providing the enabling environment, the private sector drives the process of transformation through private capital. Therefore, attracting the private sector to Oyo State is not just an option but a necessity. To do this, a meeting with private sector players in the agricultural space must be convoked as a matter of urgency. The meeting should be centered on the incentives which Oyo has to offer and the business potential in the State.

### 2. Establishment of a program on crops targeting farmers, especially the youth and women.



To create impact at farm level including job creation, there is a need for the Government to initiate a program on crop production such as cassava and maize. This intervention should be targeted at improving the productivity of crops where Oyo has comparative advantage, raising incomes of farmers, reducing post-harvest losses, and creating jobs for young people. The intervention should be holistic and targeted at intensification, and mechanization. For the next three years and ten months, the intervention should aim at reaching 66,000 farmers (that is, 2000 farmers per local government). Technologies to be deployed should include improved seeds/stems, inputs (fertilizers/herbicides), gari processing machines, planters, and maize shellers, storage facilities, and market incentives. Capacity building in the area of technology application/business development through the establishment of spray services providers and more agro-dealers should be promoted to create the needed job opportunities for the youth.

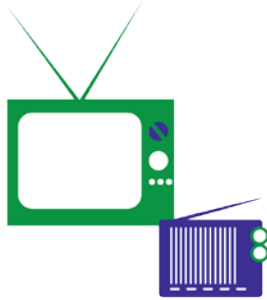
### 3. Anti-open grazing bill



Clashes between farmers and herders have a negative effect on food production and undermine the gains made in transforming agriculture. Since both crop farmers and herders are critical stakeholders for agricultural transformation, there is need to put in place legislation that ensures that both stakeholders can coexist in peace and contribute to wellbeing and economic development. Therefore, the Government needs to put in place legislation that is win-win to both crop farmers and herders. One of such legislations is an anti-open grazing bill that encourages ranching.



#### 4. Creation of an agribusiness program on radio and television on agricultural best practices



All over the world, radio and television have been used for the transfer of agricultural innovations. With the current weak extension structure, the Government can leverage on private and state-owned media (Broadcasting Corporation of Oyo State—BCOS) to disseminate innovations to farmers in both English and the local language. IITA and other research organizations can work with BCOS to provide innovations to the people of Oyo. Such a service should be free of charge for agricultural programs.

#### 5. Transformation of the ADP system



An effective extension system was and is a precursor for a Green Revolution. Although the public extension system performed excellently as long as the World Bank supported the sector, the case is not the same today. The success of the Agricultural Development Programs (ADPs) was short-lived due to poor funding and a lack of foresight planning after the withdrawal of World Bank funding from the Nigerian public extension system. Since then, efforts to revamp the ADPs have yielded little or no success with the ADP system facing several challenges such as excessively large areas of operation with no adequate logistic support, manpower shortage, lack of regular training, poor linkage with research findings that are consistent with and appropriate to the prevailing condition of farmers' fields, low status and morale of extension staff that are ageing and have either retired or are on the verge of retirement, and a lack of appreciation of the opportunities that form the foundation for the identified farmer problems. Today, the ADP systems can be described as moribund with an

aged workforce and a low extension to farmer ratio of 1:4000. To rejuvenate the extension system, there needs to be a structural reformation of the sector. The extension system apart from disseminating innovations should also generate its own income by engaging in revenue generating activities such as the production of certified seeds/ stems. Instead of operating as 'Agricultural Development Program', the extension system should be known as an 'Agribusiness Development Program.' This transition will help in changing the mindset of extension actors. Of course, such a transformation would also require appropriate legislation for this change to occur. To address the problem of low motivation, Government should provide tools needed for effective extension. These tools include motorbikes and vehicles for effective operation. Lastly, an audit of all organizations and projects partnering with Oyo ADP should be compiled on an annual basis and documented for monitoring and evaluation.

#### 6. Digitization of Oyo farmers



One of the major challenges that hinder agribusiness development is the absence of data about farmers. This challenge leads to ineffective planning and in most cases a misapplication of resources and poor marketing and networking. To mitigate this challenge, the State should consider the digitization of farmers. Such digitization should capture the names of farmers, national identification numbers, GPS location, farm acreage, and other basic demographic data. Distribution of inputs and participation in Government's agricultural interventions should be based on data derived from farmers' registration.





**7. Strategic collaboration with development and technical partners such as AfDB, IFAD, Bill & Melinda Gates Foundation, UK DFID, IITA, AfricaRice etc.**



Oyo is strategically placed with the largest concentration of agricultural research institutes. The State needs to leverage and tap the innovations being generated by the research community. A convening of a meeting with research institutions should be considered to take an inventory of research innovations available. This should be an immediate line of action. Thereafter, the State should negotiate the modalities for upscaling proven technologies to farmers. Furthermore, there is an urgent need for Oyo to form an alliance and (in some cases) reinforce previous alliances with organizations such as IITA, AfDB, IFAD, Bill & Melinda Gates Foundation, and UK-DFID. Under this alliance, IITA should be consulted and nominated as a technical partner. These partnerships will help the State to pull together with partners and create impact.

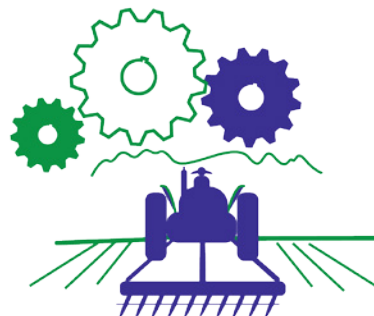
**8. Subsidy on farm inputs such as herbicides, pesticides, and fertilizers**



The socioeconomic realities of African farmers reveal the imperatives of subsidies. However, the administration of subsidies should be targeted to the real farmers. This is where digitization of farmers can help. The Government should negotiate with major companies such as Bayer, UPL, Notore, OCP, and Syngenta to obtain quality products for plant protection and nutrition for farmers.

This will ensure value for money as the Government will get products at discounted rates and, more importantly, the quality will be guaranteed.

**9. Mechanization**



The acquisition and deployment of tractors is a key component of agricultural transformation. The adoption of mechanization will not only enhance intensification but also help in expanding farm sizes which will ultimately lead to more income and better livelihoods. Furthermore, for agriculture to become sexy and attract the youth, efforts must be made to mechanize agriculture through the acquisition of tractors under a public - private sector model.

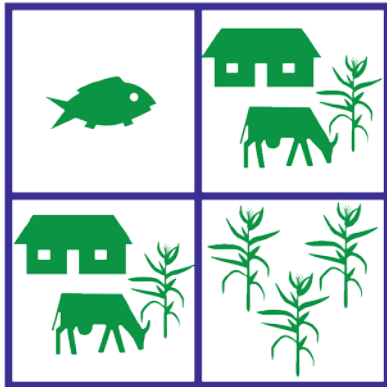
**10. Land development**



One of the areas that puts farmers at a disadvantage and keeps them less competitive in Oyo is the high cost of opening new lands for agricultural purposes. This high cost has also prevented them from participating in schemes such as the Anchor Borrowers program of the Federal Government. The Government needs to assist farmers in the development of their land using a business-tailored approach that allows them to pay back over a long period of time. For this to be successful, such lands need to be surveyed and documented. The implementation of the land development program should consider the resource-poor nature of farmers in the State; it should also be implemented by highly skilled land-for-agric. developers. This is where the IITA technical expertise in soils can be tapped.



### 11. Establishment of agricultural farming estates and training centers



Over the years, Oyo has established agricultural farm settlement centers. However, these centers have not been well managed and as a result the infrastructure has become dilapidated. The renewed vision of Oyo State wants to see the realization of functional estates that are well managed and with modern equipment. We recommend that a public private sector model be piloted to manage and transform the farm settlement centers to farm estates. Government should provide the enabling environment but should not be involved in the management of the farm estates. The private sector should be at the driver’s seat. These estates should be modeled and should emulate some components of the Songhai Farm center in Porto Novo, and should have the capacity of providing training services for farmers, especially the youth.

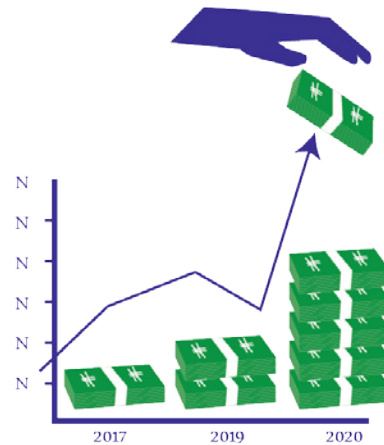
### 12. Aerial and soil mapping of available agricultural land in Oyo State



Linked to the establishment of the farm estates and the generation of data, Oyo needs to generate maps of all arable lands in the State. Today, there is little or no information on the

land available for crop cultivation, livestock development, etc. Therefore, there is the need to generate aerial and soil maps and conduct soil analysis. This information will strategically place the State at a vantage point as a destination of choice for private sector investment in agriculture.

### 13. Increasing investment in agriculture



In the last two decades, investment in agriculture as a percentage of Oyo’s annual budget has been on a downward trend. This has affected the capital investment needed for agricultural transformation.

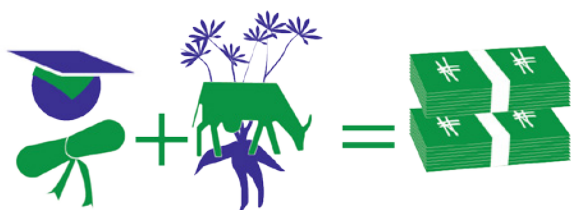
According to the Agricultural Policy Framework, capital investment showed an encouraging trend only between 2004 and 2008; it was consistently sliding downward until 2015 when almost no capital investment was made in agriculture; the rise in 2016 was never sustained in 2017.

To create impact and achieve a 6% growth in the agricultural sector Oyo must invest at least 10% of its annual budget (Maputo declaration, 2003). Such investments should be targeted at research and capital infrastructure such as road maintenance at the very least, the rural feeder roads, farm equipment, irrigation, storage facilities, and inputs, etc.





### 14. Transition from Agricultural Development to Agribusiness



Since the end of the colonial era, Nigeria has treated agriculture as a development sector where interventions are geared

towards improving the lives of the people at subsistence level. There has been no conscious effort to make farmers see agriculture as a business where it is providing not only food on the table but also decent incomes for the farmers. For Oyo to create the desired impact a deliberate attempt must be made to ensure that entrants into the agricultural space must see agriculture as a career where inputs are accounted for and profits earned to make actors live decent lives and contribute to overall development of the State.

**Table 1: Roadmap of Activities**

	Activity	29 May 2019-29 May 2020	30 May 2020-29 May 2021	30 May 2021-29 May 2022	30 May 2022-28 May 2023
1	Convocation of an agribusiness summit				
2	Establishment of a program on crop production targeting farmers, especially the youth and women				
3	Anti-open grazing bill				
4	Creation of an agro-program on radio and television on agricultural best practices				
5	Transformation of the ADP system				
6	Digitization of Oyo farmers				
7	Strategic collaboration with development and technical partners such as AfDB, IFAD, Bill & Melinda Gates Foundation, UK DFID, IITA, AfricaRice etc.				
8	Subsidy on farm inputs such as herbicides, pesticides, and fertilizers				
9	Mechanization				
10	Land development				
11	Establishment of agricultural farming estates and training centers				
12	Aerial and soil mapping of available agricultural land in Oyo State				
13	Increasing investment in agriculture				
14	Transition from Agricultural Development to Agribusiness				
15.	Capacity development				







Your Excellency, certainly, you are aware of some of the work we've done before, and our potential to contribute through our work with our partners.

At our headquarters in Ibadan, we have at least 61 of the internationally recruited scientists and specialists out of the 200 that we have at IITA across Africa. At that same headquarters, you may be aware of the facilities that we have in terms of research infrastructure that is available to support work, not only in the public sector through the national agricultural research and extension systems, but also assistance or support to the sector. We do have a lot of the work in our Research for Development Directorate, our Partnership for Delivery Directorate, business incubation platform, the youth agripreneurs, and capacity development that is even beyond the youth. And of course, we have also our Unit of Mechanization that will help in various aspects of the discussion that we will be holding.

We do not work in isolation. We have active collaboration with several agencies of agricultural development within the State and in other parts of Nigeria. We work together to ensure very good research and delivery of the research results. But as we've moved out, expanded within Africa and even sometimes outside Africa, we've also established a lot of partnerships and gained a lot of experience, all of which we will bring to bear in the work that we want to do within the State. When you go outside the home, naturally you want it to help the work that you will do at home. And the friends that you have made, you bring them home also.

We are in Benin, and as Godwin has mentioned, we do have a station here in Benin. I believe some of us will have opportunity to visit the place. Currently, it is the focal point for our work on climate change, the efforts for both adaptation and mitigation. But in that station actually, the staff there originated from our headquarters and it was set up specifically to address a major threat to cassava. Everyone must have heard about the cassava mealy bug that was ravaging cassava across Africa. Instead of going for a chemical or pesticide solution, we opted for classical biological control which meant that we needed to find the natural enemy of the mealy bug from the home of cassava in South America so that we would restore the natural balance and protect the crop. It was very successful. A lot of figures have been quoted

about the millions of dollars that were saved as a result of that. But what I like most is the one that Dr Kanayo Nwanze, former President of IFAD, quoted: "Millions of dollars were spent on the project but for every dollar spent, one human life was saved from hunger." That is powerful. Beyond cassava mealy bug, the station went on with a lot of tact to also address the mango mealy bug, the papaya mealy bug, and the water hyacinth. Currently a lot of good work is going on trying to bring the pod borer in cowpea under control through biological effort, and also the army worm which is the current one we are facing.

And so, in terms of plant health management, in addition to what has come in, a very important aspect is surveillance, working with our partners in the natural agricultural quarantine system, - making sure that we detect and prevent external threats. One classical example we can give is the fact that through vigilance, the banana virus, the BBTV which is a branchy top virus that really restricts banana and plantain from actually forming fruit, would have drifted over from Benin Republic to Nigeria through Ogun State. We detected that very quickly, restricted the cases, and up till now, the virus has not been able to move out. We are trying to eradicate it immediately so that it doesn't creep over into Oyo and areas. Of course, Your Excellency, you are aware of other efforts beyond the plant health aspect - from variety development to seed systems into food and nutrition sciences, storage to limit the food losses that we incur from the food that we produce, and also in protecting the soil and other natural resources through our agronomy efforts. Our social sciences are crucial in guiding all this work, ensuring that we are in alignment with the policies of the Government and also giving guidance on what the market and the farmer really need and helping us to measure progress in terms of adoption and impact.

So, we are here today and the next few days to bring some of these experiences, some of the technologies that have been developed and will be developed, to bear on your vision, Your Excellency, for agriculture in Oyo State. And I welcome all colleagues, distinguished guests, to this important meeting. I am sure, through this, a lot of excellent progress will be made in the State of origin of IITA.







recommendations. We understand that our farming population is ageing, and we have focused less on the multiple processing value chains of each comparative crop and livestock. That is one of the reasons why we are deliberating within this week to seek sustainable solutions.

At this juncture, I would like to share some key areas of immediate focus of the State in unlocking its agribusiness potentials; the construction of the road network leading to Ikore Gorge Dam, revamping of several farm settlements to become world-class integrated farm estates driven by the private sector, development of Fashola as the livestock center of excellence, reshaping of the Agriculture Youth Training Centers in key regions, finalizing the construction of the State silos, development of rural aggregation centers across diverse regions, and composition of an Agribusiness Advisory Board, among many others. Within the next weeks, we will be launching diverse development projects and these projects will create the needed impetus for our people and agribusiness.

In all these, I will be the Chief Driver of this vision. Overall our Government will be humble - we

will serve our people with a human face; we will listen to the people we came to serve; we will be ambitious in our plans and we will deliver them with accountability.

Through this three-day retreat, we anticipate that your collective efforts will provoke game-changing ideas and action plans that would set the pace for agricultural transformation in Nigeria and Africa at large. I do not expect this meeting to be a talk shop; you were all carefully selected because we believe your positions will be crucial to transform this vision into a mission. I am of a very strong opinion that this retreat will bring out the best in you to develop the Oyo State agribusiness strategic and operational plan, producing a document that I expect to review within the next week.

I wish you fruitful interaction and deliberations as you work towards making this vision a reality.

God bless you, Oyo State, and the Federal Republic of Nigeria.

*Oyo oni reyin loaju mi.....*

### 1.3 Welcome Remarks by Dr Kenton Dashiell, Deputy Director General, IITA



You may be looking at me and hearing my accent and thinking that I come from United States of America. Well, you are correct. I was born in a small town called Owensville, Indiana. It is a farming community but I lived there for only three or four years... I can't remember now. Then my family moved to a town called Akron, Indiana, where I went to primary school, middle school, and high school. I lived there for 14 years. I moved to many places, going to school and joining the Peace Corps, and doing all kinds of things. I lived in places for two years here, three years there. Then I came to a place called Ibadan, Nigeria. I've lived in Ibadan for 26 years.

So, when someone meets me and I say, "Hello, my name is Ken Dashiell" and they say, "Oh Ken, it's a pleasure to meet you. Where do you come from?" I always say, "I come from Oyo State, Ibadan". So, Your Excellency, I hope you'll accept me as one of your subjects. I also want to tell another small story. It is really about six years ago when IITA transformed its own mindset, we transformed our own way of thinking from agriculture as a developmental activity... let's go and help this small-scale farmer do this, let's go help and somebody do that...and to thinking of agriculture as a business, as agribusiness, which is the key thinking that we have here today. And the first project that we had that was solely focused on agribusiness was something to do with a product call Aflasafe and what you call .... And we began to think how can we find somebody with the skills

to lead the project that is not agribusiness, it's not science, it's not development, it's something different. So, we composed a term of reference, a job description. We had about 500 applications. It was internationally recruited, with applications from all over the world; very skilled people. Because we had very good applications, we decided to invite eight people. They all came to Ibadan and over two days, they gave seminars, interviews, and all that. I happened to be Chairman of the interview panel. And the first seven candidates that we interviewed were good, well qualified. They responded to their questions in a very professional way and showed their experience. The eighth candidate came in, went through the same process. After the process, we said "Thank you" to him and asked him to excuse himself from





the room. When that person left the room, the six panel members were all looking at each other like this... and we all said, "That is the person who will lead our project." It happened to be a gentleman named Debo Akande, and he's here today.

And from the day he started working, I thought I was going to be his boss, you know, "Debo, do this, do that," but quickly I learned that it was for Debo to educate me on how to make sure we get things working. So, my job became to say, "Thank you, Debo, please go ahead and do that." So, Debo, thank you for introducing agribusiness to IITA.

Then it's only recently, few weeks ago that Debo came to me and said "Ken, I have a problem. I'm a loyal Nigerian, and I need to serve my country and my State". I said, "What are you talking about? You're going to DRC Bukavu, that's your station." But then he explained to me that the Governor of Oyo State had come to him and asked him to help out. And I said "Well, that is a huge honor, and from my own point of view, you have to accept. But I cannot let you leave IITA. It's not possible. We have to find a way to do this together. And so, I asked him to seek guidance from the Director-General". It happened that the DG has the same vision that I know you have, and as a result of that, we want to thank His Excellency, the Governor, for allowing Debo to continue to help IITA in our mission as he helps Oyo State in your mission.

His Excellency, the Governor has said the exact truth. If he could look in the whole world and find a group of people to help to give him guidance on how to move forward with agriculture, we have those people in the room here today. So, I am really looking forward to working with this group. But I want to make it clear. It is the people in the Ministry of Agriculture and other members of the Government here in Oyo that will drive this process 100%. You are the ones with the knowledge, the experience about this State. That is clear. As IITA, we believe we can contribute, we have some knowledge, we have some experience, we have some technologies that we believe can really help but we are not the drivers. We are the helpers. So, we look forward to playing that role for the next three years and ten months.

I'm going to propose a few things, but I don't suppose they are new ideas. They are not new. We've been talking about them over the last few weeks, so they are not ideas from Ken Dashiell. They are ideas that I have been hearing from the group that we can be considering as we move forward.

We have to think about financing what we are going to do in agriculture. There is a declaration from the African Union, from Malabo if I remember right, that gives a target for every Federal Government in Africa to allocate at least 10% of their budget to agriculture. Ethiopia is the country in Africa that has moved forward best in agriculture. They are allocating 17% of their budget to agriculture, almost doubling what the AU has recommended. I would challenge the Government of Oyo State to look seriously at this and see how their commitment by way of finance will parallel the political will of the State in agriculture. It's a big challenge, but I know you are up to it. As we move forward making our strategic plan, markets are probably the number one thing we need to start with. Where does Oyo State have the advantage in markets and how can we match that with the activities that we will be planning? The private sector will be key in all of these. Right from day one, we need the private sector to be with us. We need to be listening to them and we need to be finding ways to make the environment suitable for their activities. The information the Governor has given us this morning about his new roads that will be built are great examples of that. And remember, the small-scale farmers are the number one group in the private sector. They are the private sector in agriculture. We don't want them to be small-scale low productivity farmers; we want them to be agribusiness farmers and that can happen. It may be not overnight but it will happen.

Really, what our mission is all about is taking these great technologies, great innovations that we have already seen in Oyo State. Maybe in one place we have 500 farmers doing something new. Maybe in another place we have two or three small-scale industries doing something else new we need to take those to scale, from being what we might call pilot projects to scale. I think there's over a million farmers in Oyo State. How do we go from project to scale? There is a science to it. It's not magic. It's not whatever you did to those 500 farmers, let's now do it to a thousand, and then we have 500,000 farmers. It doesn't work like that. I don't want to go into any detail but there is a science to how you scale up innovations. The one we are using now is called *scaling readiness* and it really works. Let's see how we can put that into our plans.

We know we want to have some quick wins, that's very important. However, we don't want to rush into our quick wins, so that we don't regret not using our resources as well as we needed to do. Let's look for the quick wins but let's step back and be sure we are really doing the right things.





One of the major problems that we have in Oyo is weed management. The number of hours and days and months that our farmers spend in going out and weeding their fields, their cassava fields, their maize fields, and so on, is almost criminal. The back-breaking work they always need to do to keep weeds under control is just too much. A lot of it is just too much. A lot of it is done by children and women. They should be out there doing something different, not weeding their fields. The technologies are there to make crop production almost 100% with no need for weeding. We can grow cassava with zero weeding. And we can do that for all the crops in Oyo State. One of those who have the knowledge is in the room, Prof. Friday Ekeleme. We want him to be 100% working for Oyo State and helping you control your weeds. Friday, thank you. To move forward with our plans, it is most successful when we understand what is happening in the State right now. Where are the farmers? What are they growing? If possible, we need their names, mobile numbers; their GPS coordinates, so that we can communicate with them. With today's technologies, it's not that difficult to get data of that kind and have them in a database that can be well utilized. Then we can use big data. I think we probably have some data in Oyo State already. It's just to put all those together and in a place where we can have access to them and all of our team members can work with them.

We've talked about being technology-driven and the soil is one of the most important things about agricultural production. When we manage our soils well, we'll get high yields for a hundred years, five hundred years, and a thousand years. If we mismanage the soil for one day, it can destroy your production for hundreds of years. It'll take you a hundred years to recover that again. We have to understand the soils that we're working on, and in each type of soil and terrain, there are specific soils that do better and how you manage them. I don't want to go into detail but we have some publications from IITA on soils. One of them is about the Gambari agriculture zone, another one is about Opara forest. These are just examples of how IITA, soil scientists and your Ministry can work together to assure you that we are laying a foundation for having hundreds and thousands of years of productivity in Oyo State.

The youth are going to be key in everything we do. We've already spoken about the challenges we have with the youth as well as the great opportunities.

In almost everything we do, it's about capacity development. How can we build the capacity

of one million farmers in Oyo State? How can we build the capacity of 10,000 small-scale processors? How can we build the capacity of our agro-dealers? When we put that knowledge in the brains of our brothers and sisters in Oyo State, we'll have great success.

I want to at least put something to consider on the table. A group in Kaduna is called *Babban gona*, meaning Big Farm. This is an organization that, I think is up to 50,000 farmers now, I'm not positive. But this is a group that is based upon a franchise, like MacDonalds, Burger-King, or something like that. It's a franchise operation that empowers farmers to have all the resources and market information they need. The leader of that group is a man named Kola Masha. Debo has worked with him. It's something to consider in Oyo State.

There is also a group called the Zero Hunger Forum. About three years ago, that group published "Synthesis report in Nigeria: Zero Hunger Strategic Review". This group is led by the former President Obasanjo. It's a very dynamic group that is combining what I'll call political drive and political will with technology and planning to achieve zero hunger. This has been operational in a few States already, such as Benue, Ebonyi, Sokoto, Borno, Kebbi...the former President Obasanjo wants to add more States. I will hope Oyo should be part of this group. It just happens that IITA is the secretariat for this group. So, maybe if somebody puts in a good word for Oyo, we might be able to get the State in there. One interesting thing about this review is that it gives roles and responsibilities that are best implemented by the Federal Government, those that should be implemented by State governments, those that should be implemented by local government, and of course, by the private sector and all that. So, it's an interesting publication.

I also want us to look at a publication that was published in April this year. It's called the Oyo State Agricultural Transformation Policy Framework. This was put together by the Ministry of Agriculture of Oyo State, NISER, based here in Ibadan, and IITA, also in Ibadan. It was really a joint partnership that put it together. It provides some excellent information. Your Excellency, remember, we showed you one graph yesterday that was in that publication. I think it will be good for us to consider this as an excellent source of information as we move forward together.





### 1.4 Remarks by Debo Ogundoyin, the Speaker of the Oyo State House of Assembly



I studied Agronomy, so I am a farmer before being a politician. I have had a farm before I started politics. It's situated at Ido Local Government. What we do is salad vegetables. High value crops are what we target, my partner and I. We decided to do that because of the value of salad vegetables. We decided to target crops that were being imported into Nigeria. One of the crops we found interesting was kale. There was a lot of importation of kale, butterhead lettuce, summer lettuce. We also do herbs, basil, mint, oregano, and so on. That brings me to my topic of today which is about bringing more young adults into agriculture. It is quite obvious at this point that we've lost a generation of farmers and there is a huge gap, which is evident here, even though the same applies in other parts of the country. From the days of Awolowo, you will realize that agriculture was a very productive sector.

But after the Structural Adjustment Program was introduced, and after the constitution was changed from the regional system, the Federal Government became bigger and the problem was no longer the value for crops. It is now deeper, down to the policies, the structure of the constitution, and down to the attitude that we have towards agriculture as the youth and as a country as well as our perception of farmers.

I remember when I chose to study agriculture in Babcock, I just got back from A levels from England and people were asking, "Why agriculture?" Some of my closest friends were laughing at me for choosing agriculture. And I wondered: Isn't this something to be proud of? What I've realized is that for the youth, agriculture is not prestigious. They see it as dirty farm work, dealing with animals, pigs, poultry...they don't even think about mechanized farming. There is a stigma attached to agriculture even for the youth that are capable financially or intellectually.

The solution to me is to make agriculture attractive to the youth so that we do not lose another generation of farmers. A lot of young people out there are capable enough. Some may not have the resources to pursue their project and those with the resources are just not interested.

So, I think the focus, as the Governor has said, is to make Oyo State big in agriculture in Africa, in terms of quality food production, food processing, and the IGR realized from the sector. That could just be the long-term target, but we can start with short-term targets in which the collection of data is the first thing.

Without knowing the actual population of farmers, we can never really know what they are producing, how big their farms are, and all relevant information. We must collect real-time

data and how can we collect real-time data as a Government? Through the Ministry of Agriculture, I believe the first year should be focused on extension projects. We need an extension department that will work from ward to ward across the State. It can be done through the local governments. We should deploy extension workers in all the wards to go round and determine the land sizes, the quantity of crops the farmers produce, and the record of their last farming season - what they produced last season, the challenges, how much they sold, the surplus, the wastage, and so on.

We should also look into increasing the quality of agricultural products as His Excellency has said, and, also, look at encouraging private businesses because a lot of them will come in because of the rebranding the State is witnessing, thanks to the Governor. I have a lot of friends calling me and showing interest. Business is more about perception and the perception of Oyo now is that the State is good and ripe for business. So I believe a lot of them will come in as long as Government will support them with what they need as long as it is in our capacity, which is mainly land, security, and infrastructure.

In addition to the Department of Extension programs, there is need to educate our farmers. According to His Excellency, education, health, security, and economic development are the major goals, with agriculture coming under economic development. But I believe agriculture should cut across all the focal sectors because they work hand in hand. Without education, agriculture cannot do well. Without security too, the agricultural sector cannot do well. And without economic development, which means, pretty much, the value the farmers actually realize in farming, agriculture too cannot do well. People



will just abandon the farms. We have a situation now in Oyo State now where a ton of cassava is sold for about ₦4,000 to ₦5,000 whereas in other States, as in the North, it is sold for ₦17,000. Most farmers right now are not encouraged to go to the farm because the value for their produce is very low and then they wouldn't want to risk their lives for something so low, especially with the herdsmen crisis.

So, as His Excellency has said, the executive bill will go a long way. We also need to change the perception too that Oyo is not safe for farmers. I think that is what we must do immediately – ensure security for farmers. Even when we are on the farm and see these guys coming, we call our security immediately because we feel unsafe by just seeing them, without even knowing whether they are dangerous or not. And that was about 2016, 2017, before the tension got really heightened. So, I imagine how I would be feeling if I were on the farm today.

We should have an open-door policy for potential investors and also educate our students. The education sector is currently in a bad state, and education is closely tied to agriculture. I fell in love with agriculture from my secondary school days. I knew I loved agriculture then and I carried the passion all the way to the university before I decided to study agronomy.

Right now, I have enrolled in UI to study agribusiness at the Master's degree level, so I am taking agriculture to another level.

At the end of the day, I believe that Oyo State Government, working hand in hand with bright minds, plus data collection, will have a clear direction as to what to do. And I pray that at the end of this seminar, we'll be able to come up with practical resolutions. So, give us pointers, give us a time frame, and let us know what we should put in place to achieve these things so that we can reconvene this time next year and see what we have done so far.

**Response by His Excellency:**

*The Governor expressed satisfaction with the responsible youthfulness of the speaker of the Oyo House of Assembly saying that this era is witnessing the ascension of youthful political leaders who are well informed. He believes that Oyo State will get better with such a level of leadership.*

**1.5 Remarks by Ambassador Kayode Oguntuwase, the Nigerian Ambassador to Benin Republic**



Oyo State is unique to Benin Republic because among the States with which it shares boundaries, Oyo also shares what we can call generational boundaries in terms of historical, cultural, and economic linkages. I want to tell you that we are at home even though we call it Benin Republic; this is an integral part of Nigeria. If not because of colonialism, Benin Republic has always been part of Nigeria from the Oyo Empire where Oyo State is now bearing the nomenclature.

The Oyo Empire itself covers up to here and as I was telling the Governor and other people, three of the seven sons of Oduduwa happen to be here. The first child happens to be here and that is the Onisabe. We have the Oniketun of Ketu and Onipopo of Popo. And very close to us here, you would have been hearing of Ajase. But over time they called it Cotonou because of colonial linkage. Since I came, I discovered that the colonial linkage is just superficial; it is not the original thing. We discovered that even though these people are

speaking French and we are speaking English we are still the same people, having the same look, the same perspective, even the same thinking. That is why I have told them the reason why some policies are not working here is because you have refused to take the policy of Nigeria. Policy that is working in Nigeria is policy that will work here, not foreign policy. Forget that you are speaking French because the fundamental things are the human beings from which we are all made. The people of this country have discovered that two-thirds





are Yoruba people starting from Ketu to Porto Novo, to Bante, to Dasa, to Zafe, even to Maraku. I was also telling His Excellency that one of the renowned mayors here came from Saki. What I am saying is that for choosing here, it is not a wrong choice, we have brought it close to people.

For choosing here, this environment in the whole of West Africa is the most peaceful country. This is a place where you can sleep with your two eyes closed without anything bothering your mind. Since you came, you would have seen the atmosphere itself. And for us to be able to do something reasonable, enduring, and far-reaching, we must have an ambience of a very good environment to enable us to think very well. The Governor has also said he believes the team of people here are going to give us far-reaching decisions and so we have the environment, we have good people, we know that we are going to have a good outcome from our meetings.

The people here also want to be reconnected back to our people at home; they have not forgotten that the bulk of them are either from Abeokuta or from Oyo Ile, Oyo State.

Last year, I was confronted by businessmen who have been working on their own without much support on how to integrate with Oyo State in particular and they have a project, the Oke Ogun and Kole Economic Development Program. The center of it is also on agriculture. I am also in love with the topic we are doing here, agribusiness strategic planning, and I also love the theme the Governor has chosen, transforming Oyo to an agribusiness hub. I have looked at the States in the western part of Nigeria and I said that if most of the States would be industrialized, the easiest way to achieve it is through agriculture because of the things we have in abundance. The arable land is there and these are things our people are already used to doing and it will take Government less capital and less time to transform those States of ours to an industrial zone though agriculture than even talking about other industrial means of development.

I am also happy to also tell you that I have also seen agribusiness from a place where I have also had opportunity to serve as a Nigerian diplomat in South Africa. When we go for seminars, they are also talking about agribusiness, agro-business. I

used to think is that it was just about farming, but the value chain means that agriculture is more than just going to farm and planting. We need the value chains. South Africa has virtually nothing; the only thing that is sustaining South Africa is agro-business. In every region in South Africa, they identify what and what they can produce. They don't stop at the level of production but move to the area of processing. What do we do in Nigeria? We plant, but do we process? That is where we begin to have the problem. When people plant and plant beyond what they can eat and they cannot sell, they cannot store. There is no storage and there is no marketing; those are very serious problems. The Government of Chief Obafemi Awolowo was able to make great strides in those days through the marketing boards because if you grow something and you cannot sell it, you have already eaten what you need; it becomes a problem for you. The Governor has talked about infrastructure, this is very important. We need feeder roads; we cannot move what we have produced to the market centers. Another area is storage. Our storage system is a problem. When I'm going to Ekiti, after Ibadan, from Ikire, I begin to see them – baskets of fruits but in most cases those things will get rotten because of lack of storage. And then Government must also devise the means to facilitate selling. I remember my father. He was a farmer and it was this Action Group farming system that they used at that time so even the Government will buy those things from them. Whether the price goes up or down, they are sure that somebody will buy. Those are part of strategic things Government should help us to think about. I was using the example of South Africa. Some of the multinational companies in South Africa buy from the peasant farmers; they process it and ship it outside. Shoprite is not the one that grows all the fruits they are selling. It is the peasant farmers that grow the fruits; they have a collecting center. Theirs is to process it and transform it and then they sell it, even beyond the shores of South Africa.

I am very happy that we have a very dynamic and youthful Governor. I believe that Oyo State is very lucky because when you have somebody that is creative, innovative, and also has the zeal and youthfulness to work, you will get results. How long has he been in Government and see what we are doing? Of all the people that came to Government, how many of them have arranged a thing like this?

**Godwin Atser summarized the following points and emphasized as follows.**

- There will be follow-up on shared vision for implementation.
- Roadmap will be established on what Oyo State needs to do to transform agribusiness.
- The current state of ADP in Oyo is to be reviewed.
- There will be a meeting with the private sector at some point.
- The retreat is a platform for Oyo officials to articulate their vision for agriculture.
- The commitment of everybody to accept and drive the vision is important.
- Committees would be put in place to follow up on the outcome of the retreat. They will meet quarterly or half-yearly and report to His Excellency.

**1.6 Summary of the Goodwill Message from Martin Fregene, Director, Department of Agriculture and Agro-industry, AfDB**

He commended the State Government for the vision to transform agriculture in Oyo and assured them that Oyo is held in high esteem by the AfDB. He noted that the high priority area of the Bank is agriculture as 75% of its lending is channeled towards agriculture. The Bank is well disposed to work with Oyo. The machinery to do this will be set in motion immediately.

He advised as follows:

- Agriculture should be seen and done as a business targeting high yield, creating access to innovation, finance, and incentives.
- Focus should be on developing markets for agricultural outputs with special attention on the rehabilitation of rural roads and creation of an enabling environment for value chain development.
- Mechanization and quality inputs should be adopted.
- There is need for institutional reforms.
- Innovative companies and investors should be attracted to Oyo by creating an agro-industrial (agro-processing) zone which can aggregate investors in agriculture. Incentives such as tax holidays and adequate infrastructures are provided. This model works in Gabon and North Africa. AfDB would be interested in this.
- He advised the State to attract seed companies and agro-dealers.
- Land ownership reform should be considered to create unencumbered access to land.
- The focus should be on helping and empowering the small-scale farmers.

***Response by His Excellency:***

- *Agribusiness is the focus of the Government.*
- *OYSADEP is going to be used to drive the vision.*
- *Oyo State is willing to adopt the agro-industrial processing zone model if AfDB would help to establish this.*
- *The Governor is ready to visit Gabon and see the model on the ground.*

**1.7 Summary of the Goodwill message from David Ukachukwu of DFID**

He was delighted to be able to participate in the retreat through Skype. He also commended the Governor for his vision on agriculture and expressed the interest of DFID in agricultural

development in Oyo. He promised to visit the Governor to work out further details on how to work with and support the State Government.





## SESSION 2: PANEL DISCUSSION



The aim of the Panel Discussion was to understand the current state of agriculture in Oyo State, the role of the youth and what needs to be done to attract them in agribusiness, the importance of data to agribusiness, and views from outside over agricultural development in Oyo.

The panel discussion session had the following panelists:

1. Prof. Kehinde Sangodoyin, Oyo State Commissioner of Education
2. Mr Victor Atilola, Permanent Secretary, Ministry of Agriculture, Oyo State
3. Dr Abdoulaye Tahirou, IITA, Mali
4. Ms Seun Ogidan, a young agripreneur graduate
5. Mr Oludare Odusanya, Business Incubation Platform, IITA

**MODERATOR:** Debo Akande, Executive Adviser to Oyo State Government on Agribusiness

### 2.1. Mr. Victor Atilola: Current state of Agricultural Development in Oyo State

Mr. Atilola spoke on the current status of agriculture and made the following specific points.

- What is consumed locally is produced by 80% of the people who are small-scale farmers.
- Government should give market support by mopping up farmers' production. This 'assured market' will encourage the real farmers to remain on the farm while the fake farmers will be knocked out.
- Agriculture has been bedeviled by lack of sustainability and exit, lack of soil mapping, lack of a database, etc.
- Recently there has been an allocation of a large hectareage of land to prospective large-scale farmers: 300 people applied; 120 were approved; 25 moved to the site with 5 of them dropping out.
- Some investors are performing in Oyo State agricultural sector.
- Agricultural funding is poor. It has remained at 2%.
- There has been a huge amount of infrastructural neglect in the rural areas..
- There is need to institute the 'catch them young' (no exit route) and school agric. programs to keep the young ones in agriculture.
- Herders/farmers clashes: reports of attacks are still coming in.
- A shift to the private sector-driven approach will help to create more value and sustainability.



## 2.2 Dr. Abdoulaye Tahirou: Outsider's view of agriculture in Oyo State

Dr. Tahirou, having worked on the Oyo State Agricultural Policy Framework and now being based in Mali, made the following observations.

- Focus should be more on the solution rather than on diagnosis in the agricultural sector.
- There is need for more investment in the sector.
- Government should not produce but create the enabling environment for the private sector to lead in production.
- Data on farmers and production are very important.
- Attention should be paid, generally, to the quality of inputs.
- Infrastructural rehabilitation and upgrade are essential. Roads, water, and power should be available in the rural areas.
- Storage facilities – small adaptable packages – should be available in addition to the silos.
- Agricultural finance: Primary focus should be on mobilizing internal savings, use of insurance, etc.
- There should be a support program of start-ups for young farmers.

### Debo Akande:

- Advisory services are essential in modern agriculture and they go beyond the normal extension services. DFID wants to finance digitalization of advisory services – use of technology such as phones for data collection. (This comes with the advantage of trackability.)
- Creation of employment must come with the consideration of the ROI on employment. This is perhaps the economical way to justify employment.
- Ways to attract the youth to agriculture include
  - » Use of mortgages through farm estate
  - » Partnership financing
  - » Cooperatives
- Localized storage centers can be established so that farmers or private investors undertake to build silos to render storage services to farmers. An example exists in Ijaiye.
- Demand-driven production should be encouraged to avoid challenges from excess supply and inadequate storage.
- There is need to look across diverse value chains in agricultural production.
- The Government is going to provide an enabling environment.
- Encourage SMEs to create jobs.
- Data are very important and should drive agricultural development.

## 2.3 Prof. Kehinde Sangodoyin: Data-driven agriculture

Prof. Sangodoyin spoke on the imperatives of data for sustainable agribusiness development and highlighted the following points.

- Focus should be on data-driven agricultural development.
- Data are crucial to policymaking – agriculture and food policy, rural development policy, and investment policy. We cannot do without data.
- A Statistics Research Department should be established in each Ministry.
- Agriculture enumeration areas should be designed and physical, environmental, and commodity data which are important for agriculture should be collected.





- Data collection is expensive and there should be collaboration. IITA will need to assist the Oyo State Government in this regard.
- Primary data can be collected in a small area approach which will not be expensive.
- Farmers need to be required to register with Government for data collection.

- There should be an immediate audit of available data in Oyo State.

Mr. Odusanya and Ms. Ogidan are young agripreneurs in Oyo State. Both of them shared their experiences on the farm and their opinions on how to attract young people to agriculture.

#### 2.4 Mr. Oludare Odusanya: What do young people really want and what do they need?

- Prosperity - Young people in agriculture want to prosper like their counterparts in other sectors.
- The agriculture that will attract the young people is the one that increases their chances of prospering.
- No young adult wants to labor on the farm without much return like our fathers and grandfathers did.

- Any Government intervention in agriculture should help the young farmers to make more profit from their farms.
- Youth perception about agriculture as a dirty occupation needs to change.
- The youth need to understand that there are many points of entry into the agricultural value chain.
- Collaboration should be encouraged to take advantage of market opportunities that abound.

#### 2.5 Ms. Seun Ogidan: What are the challenges facing the youth in agriculture?

- Ms. Ogidan told her story of her losses in her first entry into farming to emphasize the devastating menace to farmers from the herdsmen.
- Her story also points to the need to back up the youth in various dimensions as they take up farming which is laden with many risks.

- Emphasis should be on mentoring and training the young people in agriculture. Training helps to change their mindset and equip them with skills and knowledge.
- The youth – youth approach is also very effective in training young people as the older people may not understand modern technology to which the young ones are favorably disposed.

#### Debo Akande:

- Oyo State has too many micro-enterprises which don't make much impact on the economy but support social capital. We should focus on how we can move some of our micro-enterprises to SME enterprises that support economic development.
- Young people in Oyo should be made to engage and operate at the SME levels which have more effect on economic growth.
- This generation is a generation in a hurry and wants to make money as others are doing in the creative and entertainment world. The system that will keep them must be able to help them make money.
- Performance-based incentives should be introduced for youth engagement in agriculture.

#### Victor Atilola:

- The state of agriculture can be stepped up through the application of ICT and establishment of one stop agric shop.





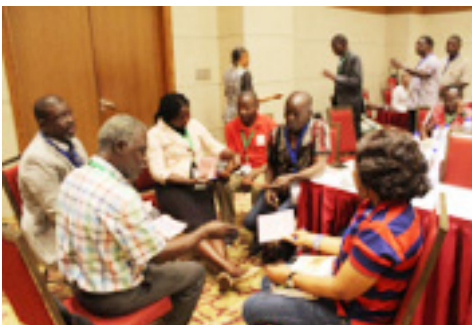
### SESSION 3: PARTICIPATORY STRATEGIC PLANNING WORKSHOP

Participatory Strategic Planning (PSP) approach was used to co-create the vision for the state. The PSP is a 4-stage process, each stage involving a specially tailored consensus workshop process. The four stages are:

- Practical Vision - what the state’s officials and stakeholders would like to see in place in 3 years and 10 months’ time. This was done by a visualization exercise.
- Obstacles/ Underlying Contradictions - the obstacles or issues that are preventing that vision from happening, and which must be dealt with in order to move forward.
- Strategic Directions - innovative courses of action that the group can take to deal with

the underlying contradictions and move it toward realizing its vision.

- Implementation Plan - a set of practical actions that will start the state’s journey from where it is to where it wants to be. The plan outlines what is to be done, why, how, when and by whom. For the realization of the vision for Oyo state, the Implementation Plan would be reviewed every three months/quarter. However, to accelerate the pace of work, the first plan comprising a set of activities was to be reviewed after the expiration of 30 days, thereafter, IITA and team will continue to monitor progress on a quarterly basis throughout the life of the administration. A quarterly report will be submitted to the Governor on progress being made.



*Sessions of a participatory workshop anchored by Hannah Anighoro (in the center).*

#### 3.1 Participatory Workshop 1: Articulating the practical vision

The participants were all involved in providing answers to the question: **What do you want to see in place in three years and 10 months’ time as a result of the actions in the retreat?**

Table 2 contains the main and sub-components of practical vision which the State should be driving to accomplish in pursuit of galvanizing the economy through making it the agribusiness hub of Nigeria as envisioned by the Governor, Engr. Seyi Makinde.





**Table 2: VISION WORKSHOP**

*Focus Question: What do we want to see in place in the next three years and ten months as a result of our actions?*

IMPROVED RURAL SECURITY	DATA-DRIVEN AGRICULTURAL DEVELOPMENT	IMPROVED MARKET LINKAGES	CENTER FOR COMMERCIAL AGRICULTURAL PRODUCTION & PROCESSING	AGRIBUSINESS SUPPORTIVE RURAL INFRASTRUCTURE	EFFECTIVE POLICY FRAMEWORK	JOB CREATION INCREASED	SMES DEVELOPED
State with a strong security architecture for agricultural investment	Availability of reliable and timely agricultural baseline data	Food Exporting Hub	Modern Agro-industrial Zone	High quality rural infrastructure	Sustainable Institutional Policy Framework	At least 40% Women-led Agribusiness	Upscaling Small-Scale Farmers
	Easy access to agricultural information	Major Agricultural Cargo Airport in Nigeria	Silicon Valley for Agricultural Innovation	City life in the village	Stable Price Policy for Agricultural Products	Average Age of Farmers 35yrs	
Security for agribusiness in rural areas	Established agricultural databank	Agro-processed Foods in markets	Commercial Agricultural Hub in Nigeria	Reversed rural women drift through infrastructural development	Strengthening Financial Support (Incentive)	A State where agribusiness creates wide youth employment & entrepreneurship	
		National & International Cargo Airport	Global Gap Adopted	Irrigated Oyo	State where farmers are involved in policy & decision making	30% youth fully employed	
Herdsman menace eradicated	Field development (GIS)	Home of grains	Six agribusiness Clusters	Mechanized Oyo	Rejuvenated Oyo ADP	No children under 14 on farm	
		Largest agro-processing hub in Nigeria	Farmgate Clusters Processing Centers	Standard farm settlements	CAADP Agricultural Expenditure Requirement Fulfilled	10% youth participation in agriculture	Oyo State as a hub of agricultural enterprises (Small & Medium) in Nigeria.
Peaceful Rural Environment	Reliable data for planning and extension services	Eradication of cassava and egg glut	Well-structured agricultural markets	Good Rural Roads	Existence of medium-term Agric. Sector Strategy Document	Increased Youth Engagement in Profitable Agribusiness	
	A State with a Land bank with titling data that enhances investment	Assured market	Farm gates in place	Good Rural Roads Network	Unlocking existing potential for economic growth	Happy farmers smiling to the Bank	
		Resuscitation of Agribusiness Marketing Board	Modernized farm estates	Modern Agricultural Transport Infrastructure	Multi-Stakeholders Collaboration in Agribusiness	Increased IGR from Agribusiness	
			Demand -driven farming	Mechanized Agricultural Production widespread	Progressive Agricultural Education System		



## DAY 2, Saturday, 17 August 2019

### FIELD VISIT TO SONGHAI FARM, PORTO NOVO

The participants, led by the Governor, visited and inspected the Songhai farm in Porto Novo. The visit afforded them direct access to the various segments of the farm as a well-integrated agro-industrial processing model with some traditional touches.

The Governor and his team were hosted in a reception by the Management of the farm. The facilitator of the retreat, Godwin Atser explained the purpose of the visit which was to learn from the experience of the farm in pursuit of the Governor's vision to transform Oyo State into an agribusiness hub of Nigeria. A video documentary on the vision and activities of the farm was shown. In giving further insight into the journey of the Songhai farm, the owner of the farm, the Reverend Father, expressed his readiness to work with Oyo State Government to achieve the laudable vision of transforming agriculture. The Governor appreciated and commended the Songhai vision. He said that Songhai farm should consider itself an agricultural partner to the Oyo State Government and he was looking forward to a collaboration that would be mutually beneficial.



The team returned to the retreat hall in Cotonou at 3.00 p.m.

The Governor and retreat participants were hosted by the Management of Songhai Farms.

### 3.2 Reflections on the Songhai visit by participants

1. The Songhai model may not be profitable enough as the present cropping practice limits optimum mechanization.
2. The model can be scaled up for profitability by mechanizing, introduction of niche and high value crops.
3. The model is well-informed and well-integrated.
4. It is not advisable for Oyo to adopt the whole model as seen for commercial operation. It should be adapted to meet market and production peculiarities in the State.
5. It may, however, be adopted for providing agricultural education and training for farmers and the youth. The young people so trained can be empowered with funding so that they can embark on commercial farming.
6. Existing farm settlement structures in Oyo State can be converted to set up a model that is similar to the Songhai farm model.
7. Schools can be enabled and encouraged to adopt the integrated farm model which will ultimately benefit the school and the community.





8. Further enquiries should be made on if and how the model has been scaled up in other locations as seen in the video documentary.
9. There is need to work out the profitable mode and financing modality of the model.
10. There is a training center in Awe which is lying moribund. The center can be used for a model project as is being suggested here.

### 3.3 Participatory Workshop 2: Identifying Contradictions

The participatory workshop on the strategic planning process continued with participants identifying the obstacles to the actualization of the practical vision and the goals earlier set.

#### Contradictions

Table 3 shows the identified contradictions/obstacles to be addressed in order to accomplish the articulated vision.





### Table 3: Underlying Contradictions

*Workshop Question: What is blocking us from realizing our vision?*

CAPACITY GAP	POOR ENABLING AGRIBUSINESS POLICY	UNPRIORITIZED RURAL INFRASTRUCTURE DEVELOPMENT AND MAINTENANCE	UNSUPPORTIVE FINANCIAL SYSTEM	INEFFECTIVE SECURITY ARCHITECTURE	LOW PRIORITIZATION OF QUALITY AGRIC DATA	ANTI-DEVELOPMENT ATTITUDE TOWARDS AGRIBUSINESS	INEFFICIENT CHECKS AND BALANCES MECHANISM
Inappropriate management practices	Low budgeting allocation for agricultural programs	Dilapidated and neglected rural infrastructure	Inaccessible Credit Facilities	Weak Legislation on farm destruction	Uncoordinated obsolete data collected sporadically	Dishonesty of stakeholders	Mismanagement of available funds
Weak value chain	Enabling policy unavailable	Underutilized Ibadan inland container depot for agric cargo	Insufficient Finance	Poor Law Enforcement	Inadequate data	Powerful antagonistic interest group	
Fragmented commercial processing centers	Inconsistencies and poor policy implementation	Infrastructure decay	High interest rate on loans	Weak Law Enforcement	Inadequate funding of agric. data collection	Youth mindset against agriculture	Poor accountability and transparency
			Insufficient affordable credit facilities for SME farmers		Inefficient repository for agricultural data		
Insufficient Agribusiness Incubation Centers for the youth	Inconsistency in government policy	Insufficient power supply	High cost of doing Agribusiness	Insecurity	Obsolete method of data collection	Care-free rural leaders	
Insufficient Agribusiness Development knowledge	Unclear understanding of problems & proposed solutions	Inadequate energy			Data unreliability	White-collar Job syndrome	
Insufficient Technology	Government red tape	Insufficient & poor maintenance infrastructure			Uncoordinated agric. information system	Stakeholders poor attitude to business	
Unavailable equipment for primary & economic processing	Multiple taxation						
	Poor market linkages						
Inadequate quality export grade products	Unstable market price for agriculture products	Inaccessible rural infrastructure					
Poor quality control mechanism for agric. products	Thin or restricted market						
Weak business management skills							
Highly subsistent farming							
Poor Skill Set		Inaccessible roads					
Expensive and Scarce Farm Labor	Poor land tenure system	Inadequate power supply					
Inadequate Agro-based Industries		Poor IT infrastructure					





### Day 3: Sunday, 18 August 2019

#### 3.4 Participatory Workshop 3 & 4: Defining Strategic Actions/Direction and Implementation Timeline

The workshop continued on the third day of the retreat with the focus on identifying solutions to the obstacles and defining a strategic path for implementation of the solutions.

Table 4 shows the proposed strategic actions and directions for the Oyo State Government to consider as short- and long-term solutions and action packages towards achieving the highlighted agribusiness vision for the State.

The participants were split into eight groups with each of the solutions constituting the focus of a group. The groups came up with the strategic planning format with specific action pathways for a 90-day implementation timeline as summarized in

Table 5.





**Table 4: STRATEGIC DIRECTIONS WORKSHOP**

*Workshop Question: What practical, creative, innovative, and substantial actions will deal with the underlying contradictions and move us toward our vision?*

Sub actions							Main Direction
Stop loans for importing grains & food			Establish State Agricultural Development Bank	Start Mobile Money	Fortify Small-Scale Funding Mechanism		<b>ENSURING ROBUST AGRICULTURAL FINANCING</b>
Develop Strong Budget System	Harmonize Taxation Systems	Create Agricultural Marketing Board	Domesticating Enabling Policies at Local Govt Level	Enforce Mechanism for Accountability	Implement Productivity Enhancing Monetary Policy Structure	Enhance Financial Regulatory Framework	<b>ENSURING INCLUSIVE AND SUSTAINABLE AGRIBUSINESS DEVELOPMENT</b>
					Develop sustainable agribusiness-friendly policies	Enact Relevant laws	
Strengthen AMIS desk	Carry out needs assessment to strengthen Policy Formulation	Create robust monitoring and evaluation system	Provide more resources for data collection	Ensure proper coordination of Agric.-Data ecosystem	Create Agric. Management Information System Desk (AMIS)	Develop a centralized database	
Ensure Training & Retraining of Agribusiness Stakeholders	Equip, Upgrade and Train Relevant Personnel		Promote Professionalism	Increase Staff Training Fund allocation		Train & Retrain Stakeholders	<b>ENHANCING CAPACITY BUILDING OF STAKEHOLDERS</b>
	Overhaul Security Networks and Systems		Enforce Compliance with Legislation on Rural Security	Integrate Government/Local Security System	Develop Strong Local Security Mechanism	Establish State Police	<b>IMPROVING RURAL SECURITY</b>
Give attractive incentive to agric. investment	Information campaign on success and support for Agribusiness	Improve Welfare Packages of Regulators	Project Good Image for Agribusiness		Provide Incentives to attract Investors	Provide Incentives that attract Investors & entrepreneurs	<b>CREATING ENABLING ENVIRONMENT FOR AGRIBUSINESS DEVELOPMENT</b>
Adopt & Implement Modern Agriculture Technology	Use/Promote S- start T- them E- early P- program		Modernize Agriculture with Mechanization	Promote Public & Private Agricultural Extension Delivery	Collaborate with R&D Institutions		<b>FOSTERING EFFICIENT TECHNOLOGY &amp; INNOVATION FOR AGRIBUSINESS DEVELOPMENT</b>
Pursue Integrated Rural Infrastructural Development	Revive Existing Infrastructure	Increase PPP for infrastructural development and maintenance	Ensure Robust Budgeting Allocation to Agribusiness Sector	Increase Budgetary Allocation for Infrastructure Development	Strengthen Consistent Investment in Rural Areas	Increase Budget on Rural Infrastructure	<b>IMPROVING INTEGRATED RURAL INFRASTRUCTURE</b>



**Table 5: IMPLEMENTATION TIMELINE**

*Workshop Question: What will our specific, measurable accomplishments be for first year; and ninety-day implementation steps?*

DIRECTIONS	QUARTER ONE	QUARTER TWO	QUARTER THREE	QUARTER FOUR
<b>ENSURING ROBUST AGRIC. FINANCING</b>	* Fortify small-scale funding mechanism			
<b>ENSURING INCLUSIVE AND SUSTAINABLE AGRIBUSINESS DEVELOPMENT</b>	* Create Agricultural Marketing Board * Develop sustainable Agribusiness-friendly policies * Enact relevant laws	Harmonize Taxation Systems	Enforce Mechanism for Accountability	
<b>IMPROVING EVIDENCE-BASED AGRIBUSINESS DEVELOPMENT</b>	* Carry out needs assessment to strengthen policy formulation * Create robust M&E system * Strengthen AMIS Desk	Provide more resources for data collection		Ensure proper coordination of Agric. Data Ecosystem
<b>ENHANCING CAPACITY BUILDING OF STAKEHOLDERS</b>	* Increase staff training fund	Train & Re-train Stakeholders  Equip, Upgrade & Train Relevant Personnel		
<b>IMPROVING RURAL SECURITY</b>	* integrate government, Community, & local security system * Develop strong local security mechanism	Enforce Compliance with Legislation on Rural Security		
<b>CREATING ENABLING ENVIRONMENT FOR AGRIBUSINESS DEVELOPMENT</b>	* Information campaign on success and support for agribusiness	Provide Incentives that attract investors & entrepreneurs		
<b>FOSTERING EFFICIENT TECHNOLOGY &amp; INNOVATION FOR AGRIBUSINESS DEVELOPMENT</b>	* Promote PPP Agric. extension delivery * Adopt & implement modern agric. technology	Use/Promote S- Start T- Them E- Early P- Program		
<b>IMPROVING INTEGRATED RURAL INFRASTRUCTURE</b>	* Increase budget on rural infrastructure * Increase PPP for rural infrastructural development & maintenance	Revive existing infrastructure		





## Closing Session

The closing session was initiated by Godwin with a Tao entitled ‘Be open to whatever emerges.’

The following were lessons learned by the participants from the Tao and in relation to the activities of the three-day retreat.

1. A leader does not impose his vision on the people.
2. The leader follows the group’s lead.
3. He is open to whatever emerges.
4. All participants who are leaders in their different capacity must adopt the principles in the Tao.
5. The Governor’s approach has inspired the participants.

According to Godwin, we need to be open to whatever has emerged from the retreat which is a collective effort to improve agribusiness in Oyo State.

## Review

What are those ideas that were not considered or missed out in the course of the retreat that may be relevant to the fulfillment of the goals set to actualize the Governor’s vision?

1. Oyo State should consider using the huge amount of waste in the State for biogas generation.
2. Policies on food wastage, improving youth employment, contract farming, and an investment forum for agriculture.
3. Control of natural disasters such as fire, flood, and drought.
4. Land issue: ownership and compensation, title and documentation, fees and levies that may affect access to land by investors.
5. Agri-tourism: exploiting the potential of the many moribund tourist sites in Oyo State to create a market for agricultural production in the surrounding rural communities.
6. Policy on mechanization.
7. Metrics.

All these are to be considered in the final document or report of the retreat.

The participants were admonished by Godwin to go back and drive their commitment to transform agriculture with “I can do’ spirit.

## Closing Remarks



**Dr. Alfred Dixon**

He said he was an indigene of Oyo State, having spent 30 years there. As a result, he was as committed to moving agriculture forward in Oyo State as any other citizen, saying, “We are in it together.” He referred to the fear expressed by the former President Obasanjo during the launching of the Oyo State Policy roadmap to the effect that policies are formulated but never implemented. He enjoined the participants to prove Obasanjo wrong by using the Governor’s political will to ensure implementation of the outcome of the retreat. “Let’s go and start working,” he said.



**Dr. Ken Dashiell**

Reflecting on the three-day retreat, he was amazed at how the groups had come together as a team and family to follow directions leading to the goals and well-defined targets of the retreat. He was confident that the report would come out well. He appealed that all who had been involved in putting this together must drive the implementation. The Oyo State Government will drive it and IITA will be available to partner and support.





**“ Mr. Victor Atilola**

“We are in it together with IITA. We are going to drive the implementation with IITA fully involved,” he said.

He declared that that with the political will from the Governor it was going to be a success story with its deliberate roadmap and vision. On behalf of the civil service, he pledged their readiness to make things work. With the support of IITA through the Governor’s executive adviser on agribusiness, he believes that in three years ten months’ time there would be great success. “Let us dream and work to achieve the goals,” he said. ”

**“ Hannah Anighoro**

Hannah said the retreat was wonderful. “It was as it should continue,” she said. Using the “world of color” to emphasize the harmony of rainbow colors, she declared that everyone needs others to succeed and advised that everybody should work together with others to make the proposal a reality. ”

The meeting closed at 5.23 pm.

Annexe1: Workshop work sheets

Annex 2: Feedback from participants

Annex 3: List of participants

## Oyo State Agribusiness Strategic Planning Retreat

Golden Tulip Hotel, Cotonou, Republic of Benin  
16-18 August 2018

### ATTENDANCE LIST

S/N	Name	Organisation	Designation	Email Address	Signature
1	ROBERT ASIEDU	IITA	DIRECTOR		
2	FRIMAY EKIZEME	IITA	SECRETARY		
3	ALLOH OLANTAN	KINGSAPPLE	CEO		
4	H.A. BELLO	Office of the Com. Gen.	Director		
5	Hon Gedeokun Peter Gbadé	OYITA	Chairman Comm. Agric		
6	Mr Tiyani Jibili Babafunmi	OYITA	Chair Comm. Agric		
7	AKANDE FADEKEMI.F.	OYITASEP	PM & CE		
8	ATILOLA VICTOR ADEWALE	MANARD	PS (AGRIC)		
9	IROKO IBUKUNLUWA A.	OYITASEP	DIRECTOR, AES		
10	SANGODOKUN, JAMES ADEOLA	MIN FIELDS	IPRS		
11	ADEDIRAN ADEMOLA ABAYOMI	Min of Budget/Plan	Dir. - Macro Econ. Plan		
12	TAHROU ABDOULAYE	IITA	Scientist		
13	LAWAR TAOFEE DELE	MANARD	D. Director, Fisheries		
14	OYERANMI RASHEED IDOJU	- ditto -	Director (P&S)		
15	AYOJASE SOLIMON DUN.	State Min of Agric	Director		
16	BODE RAJI	AGRICREDIT	GM		
17	OPAVOSI TALAT OLALEKAN	MANARD	DIRECTOR (AGS/F&S)		
18	AKINDELE O. ABESOLA	MWOAT	DPRS		
19	AKINMIOLA A. RICHARD	Min. LG&CM	DIRECTOR		
20	ANIGHORO HANNAH	EPDI	ED.		
21	Sowemynong Z. SORE	IITA	Head CDO		
22	Fatih	IITA	Manager, RMP&L		
23	Adekunle Ajimon	Statistics	Stat. Gen		
24	SALAU JELILI OLANLYI	Min. of Environment	Deputy Director		



### Oyo State Agribusiness Strategic Planning Retreat

Golden Tulip Hotel, Cotonou, Republic of Benin  
16-18 August 2018

#### ATTENDANCE LIST

S/N	Name	Organisation	Designation	Email Address	Signature
1	Omloade Olusoga	Secrec	Min of Justice		
2	Tingre. T. Raji	Min of Trade	Director		
3	ODELE SOLOMAN O	Min. of Agric.	Director		
4	Prof Dahud Kehinde Shomodehin	Min. of Educ.	COMMISSIONER		
5	Segun Ogumwiyi (HON)	Govt office	EA-INVESTMENT		
6	ABIODUN OBI	PRIVATE	QUEST		
7	Kenton Dashi	IITA	DDG-PUP		
8	Ogidan Seun	IITA Agribusiness	Agribusiness		
9	Wam Mary Wlapan	IITA	PROJECT ASSISTANT		
10	Modupe Bamsu	IITA	Professional Mg		
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# Oyo State Agribusiness Strategic Planning Retreat

Golden Tulip Hotel, Cotonou, Republic of Benin  
16-18 August 2018

## ATTENDANCE LIST

Day 2

S/N	Name	Organisation	Designation	Email Address	Signature
1	Tahirou Abdoulaye	IITA	Scientist C		
2	ROBERT ASIEDU	IITA	PIRECTOR		
3	Friday Ekeleme	IITA	Scientist		
4	Gedudin Afser	CITA	Scientist		
5	Oyeronke R. T	MANURED (P.VKS)			
6	Ayubade S. O.	MIN OF AGRIC.	DIRECTOR		
7	ODELE SOLOMON OLUMBE	MIN OF AGRIC.	DIRECTOR		
8	ALLOH OLAKTAN JOSEPH	Kingmaple	CEO		
9	LAWAL TAOFEEQ DELE	M.A.W.R.I	DEP. DIRECTOR		
10	AKINDELE O'ADESOLA	M.WAT	DEP DIRECTOR		
11	BODE RAJI	AGRIC (REDIT	CEM MGR.		
12	OROSADE OLUSOLA (S.M)	MIN OF JUSTICE	DEP DIRECTOR		
13	OPAIKISI TALIAI OLALIKIN	MAT (R & R)	DIRECTOR		
14	SALAU JELILI OLANIKI	MIN OF ENVIRONMENT	DEPUTY DIRECTOR		
15	SANGDEKUN JAMES ABELA	MIN OF LANDS	DIRECTOR		
16	TOKO IBUKUNOLUWA ABOSODE	OYSADP	DIRECTOR		
17	Akan de fadelxemi f.	OYSABEP	PM & CE		
18	Tigani Tobilu Babatunde	OYHTA	Committee Clerk		
19	H. A. Bellu	Office of the Govt Secy	Director		
20	Adekunle T. Ajuwon	Statistics	State General		
21	Okesij, Ezekiel Asisla	OYSHC	PGO		
22	Raji Tajudeen	Min of Trade	Director		
23	Alfred Dixon	IITA	Director		
24	Kenton Dashiell	IITA	DOE PVO		
25	ABIODUN ONI	GOV TEAM	GUEST		



Day 2

	Name	Organisati	Designation	Email	Signature
26	Hon Segun Ogunwara	Gov Office	EA-Investor		
27	Adewu Ogedengbe (Rev)		Executive Asst.		
28	Friday Etokeme	UTA	Scientist		
29	Southernia Z. SORE	UTA	Head CDO		
30	Prof D K Shungodun	Min. of Educ.	Commissioner		
31	Debo Akead	Gov Office	Executive Asst		
32	HEAM MARY MBATAN	UTA	Project Assistant		
33	Debo Ogunlayin (Speaker)				
34	Engr Segun Makinde (HE)				
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Oyo State Agribusiness Strategic Planning Retreat

Golden Tulip Hotel, Cotonou, Republic of Benin  
16-18 August 2018

ATTENDANCE LIST

Day 3

S/N	Name	Organisation	Designation	Email Address	Signature
1	Fidday Ekeleme	ITA	Secretary		
2	Dede Akande	Gov Office IITA	Secret M		
3	Alloh Olaitan J.	Kingpinpole	CEO		
4	SANIBIKUN James Akela	Min of Lands	Director		
5	Boele Raji	AFRIC-CREDIT	CEM.		
6	Opawusi Taiyat Olafegin	MARKS PD	Director		
7	IROKO Ibunoluwa Abosede	O-TANDEP	Director, AES		
8	ATILOLA Victor ADEWALE	MARD	DS AGRIC		
9	H. A. Beddo	Office of the Commissioner	Director		
10	UKAM MARY MBATHAN	ITA	PROTECT ASSISTANT		
11	Oyaranm Koko Idun	MARR	APRS		
12	Akintola A. R.	LG SCM	Director		
13	Talimon Abiodun	IITA	Secretary		
14	Adedun Adenola	Mo B Planning	Dir		
15	AYADE Solomon O	Min. of Agric	Director		
16	ODELE SOLOMON O	Min of Agric	Director		
17	Modupe Bemwo	ITA	External Firm Manager		
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S/N	Name	Organisation	Designation	Email Address
26	ROBERT ASIEDU	IITA	DIRECTOR	
27	LAWAL TAOFEE DELE	MANRD	DEP. DIRECTOR	
28	HON. OJEDOKUN PETER G.	DHA	CHAIRMAN	
29	Mr. Tijani Jelebi Babatunde	OYHA	Chairman Agric	
30	Akande Fadelami F. (Mr)	OSABEP	PM & CE	
31	Okesiji Ezekiel Abiodun	OSHC	PGO	
32	Raji Tajudeen	Min. of Trade	Director	
33	Kenton Dashiell	IITA	POG-P4D	
34	Teyin ORE	IITA	Manager RMPD	
35	SALAU JELLI OLANIKI	Min. of Environment	Deputy Director	
36	AKINDELE O. ADESOLA	MWAT		
37	ODEDELE SOLOMON O	Min of Agric	Director	
38	Grobade Oluola Isc	Min of Agric Director		
39	Alexand Dixon	IITA	Director	
40	Ayodele Solomon O	Min of Agric Director		
41	Odunare Odusanya	IITA	PA-TCED	
42	Oluwaseun Ogidan	Private Enterprise	CEO F-STEP	
43	Adekunle T Ajunwa	Min. of State	State Gen	
44	Hon Segun Ogundoyin	Govt. office	EA-Invest	
45	Ichunwa Chelambe (Rev)		EA-Admin	
46	Adekunle A. Akintola	Min of Bud & Plan	DMEP	
47	Engr. Sayi Makinde (HE)			
48	Hon Debo Ogundoyin (Speaker)			
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# Validation Meeting for Oyo State Agribusiness Strategy

**Date:** 1<sup>st</sup> November 2019

**Venue:** IITA, Ibadan.

## Objective

The aim of the validation meeting was to present to officials and other stakeholders of Oyo State the Agribusiness Strategy for review. The objective was to ensure that the Agribusiness Strategy reflected the decisions and conclusions made during the Oyo State retreat that was held in August 2019 in Cotonou, Republic of Benin. The validation meeting gave officials the opportunity to take ownership of the document. Feedback received from participants were incorporated in the report to ensure that every view and opinion were captured.

## Commencement of the meeting

The meeting started at about 2.00 p.m. with opening remarks by Debo Akande, Executive Adviser (EA), Agribusiness to the Oyo State Governor.

## Opening Remarks by Debo Akande

Debo said the essence of the meeting was to give the first validation to the draft report on Oyo State Agribusiness Strategy which emanated from the retreat held in Cotonou in August, 2019. Participants at the validation meeting were carefully selected to allow broad representation of relevant ministries in Oyo State.

The meeting reviewed the draft Agribusiness Strategy and reached an agreement that the contents of report were true reflection of resolutions during the Cotonou retreat.

## Suggested amendments.

Godwin Atser led the house to make a page-by-page review of the report with observations, comments and suggestions taken from participants. The meeting accepted the followings suggestions:

### Part 1: Policy Recommendations.

1. Item 4 (page 4): The last sentence to read as "Such a service should be free of charge for all agricultural programs."

2. Item 5 (page 4): Reformation to read Transformation
3. Item 11 (page 5): To be read: Establishment of agricultural training centers/farming estate.
4. (Alternatively, item 11 can be broken into a. Establishment of farming Estate, and b. Establishment of agricultural training estate).
5. Item 13 (page 5) should capture 1. Investment in infrastructures, enabling environment and logistics. 2. Public Private Partnership and other similar models.
6. Additional item: Add Capacity Building as a policy item.
7. Table 1 (page 7):
  - a) item 11 on the table to read Establishment of agricultural training centers/farming estate.
  - b) Add item 15: Capacity building.

### Part 2: Proceedings

1. Attendance (page 8): add "These include the Oyo state Governor, the speaker of the Oyo State House of Assembly, Nigerian Ambassador to Republic of Benin, IITA Director, West Africa; and IITA Deputy Director General (Partnership and Delivery)."
2. Response by his excellency (page 15): Oyo House of Assembly to read Oyo State House of Assembly
3. List of Discussion panelists (page 18): Miss Seun Ogidan to read Ms Seun Ogidan for consistency.
4. All tables (pages 22, 25, 27 and 28) to be amended as suggested by Hannah.
5. Pictures:
  - i. picture of Dashiell (page 11) is not appropriate





- ii. picture of panelists (page 18) is neither clear nor sharp enough
- iii. pictures of participatory workshop (page 21) are neither clear nor sharp enough.

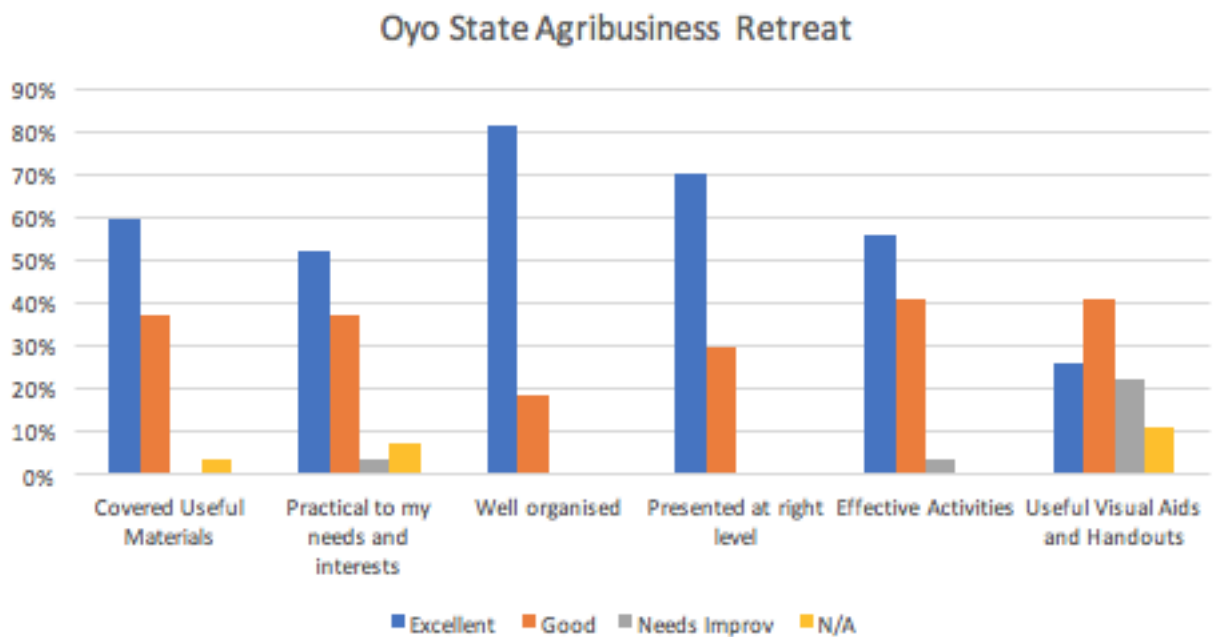
that the report is still relevant to the state’s need and that 21 copies should be produced for submission to the government.

The meeting closed at about 4.45pm.

**Presentation of Soil Survey Report**

The meeting also reviewed the soil survey report presentation by Dr Jeroen Huising and concluded

**Evaluation of the Oyo State Agribusiness Retreat by Participants**



*\*Overall, the retreat was rated Excellent*



Validation Meeting: Agribusiness Strategy for Oyo State  
31st October 2019

Agricultural Transformation Building, IITA

	First Name	Surname	Designation	Ministry	Telephone	Male/Female
1	Oyufunmilayo	Adekunle	Media officer	Agric. & Rural Dev		
2	Oyarami	Rasheed	Director (PPS)*			
3	Atibata Victor A.	AJILOJA	PS	Agric & Rural Dev		
4	Reites	Adegunwa	Director vet services			
5	<del>Abiodun Joseph</del>	ALLOH	Representative	Agribusiness		
6	Hannah	Amighoro	Facilitator			
7	Geroro	Hussing	agriseave	BIP/BIYA		
8	Bode Raji	Raji	Gen. Manager	AGRIC. CREDIT CORP		
9	<del>Abiodun Oluokun</del>	Orobode	D. Director Legal	Oyo State Min of Justice		
10	James	Sangodokun	* Director PR&S	Min of Lands Housing		
11	<del>Sulaiman</del>	Ayobade	Director Inf	State Ministry		
12	<del>Abiodun Oluokun</del>	Adeleji	Technical Field Assoc	IITA		
13						
14						
15						



