



**REPORT OF
THE TRANSITION STRATEGY
AND IMPLEMENTATION
COMMITTEE**



TRANSITONDO

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LIST OF ABBREVIATIONS



| | | |
|--------|---|--|
| MDA | - | Ministries Departments and Agencies |
| POH | - | Political Office Holders |
| HoS | - | Head of Service |
| TSIC | - | Transition Strategy and Implementation Committee |
| IDP | - | International Development Partners |
| HE | - | His Excellency |
| SUBEB | - | State Universal Basic Education Board |
| ONDIPA | - | Ondo State Development and Investment Promotion Agency |
| OSAEC | - | Ondo State Agribusiness Empowerment Centre |
| OSEB | - | Ondo State Electricity Board |
| PHCN | - | Power Holding Company of Nigeria |
| BEDC | - | Benin Electricity Distribution Company |
| DISCO | - | Distribution Companies |
| ODSIP | - | Ondo Service Improvement Programme |
| OPO | - | Organizational Performance Objectives |
| IPO | - | Individual Performance Objectives |
| KPI | - | Key Performance Indicators |
| ME&L | - | Monitoring, Evaluation and Learning |
| PPIMU | - | Performance and Project Implementation Monitoring Unit |
| RCA | - | Reform Coordinating Agency |
| PS | - | Permanent Secretary |
| SA | - | Special Adviser |
| SSA | - | Senior Special Assistant |
| SA | - | Special Assistant |
| SPDIC | - | Strategic Planning, Development and Implementation Committee |



FROM THE CHAIRMAN

Government under successive regimes and Administrations have had to face wide gaps between intentions or plans on one hand, achievements or actual service delivery to the people on the other.

On assumption of office in February 2017, the Akeredolu-Administration emplaced its JMPPR Agenda based on its promises to the people of Ondo State during the Electioneering campaigns.

Notwithstanding the Administration's widely achieved achievements in the first term of four years, spanning 2017-2021, it still had its share of the gap between what it set out to implement and the actual results. Thus, soon after his victory at the October, 2020 polls, for a second term, Mr. Governor, Arakunrin Oluwarotimi Akeredolu, SAN constituted this Transition Strategy and Implementation Committee to oversee the off boarding of the 1st term Appointees, as well as the on-boarding of New Appointees of the Administration, with clear-cut and measurable performance targets.

The need to have a new template to update its first term Agenda was underscored by the COVID-19 Epidemic with the attendant global economic challenges including dwindling financial resources at the disposal of the State

Government. The wave of insecurity across Nigeria has also brought a different dimension to project and programme implementation and even governance in its entirety.

I am particularly proud not only to be Chairman of this Committee at the pleasure of Mr. Governor but more importantly, as part of this Team of eminent personalities with wide knowledge and core competencies which have been brought to bear on the assignment. The Secretariat ably led by our own young and creative Babajide has been up and doing supporting the work of the Committee. The Committee's Co-ordinator brought steam and life into the assignment and he has even continued to network with several Ministries, Departments and Agencies (MDAs) of the State Government for requisite training and capacity to engage potential Donor Agencies and Partners. The results of his efforts in this regard have been manifesting across some sectors of the State economy.

One key departure from what used to happen is the injection of new template for project and program implementation, monitoring and evaluation into the current Transition. Indeed, this was well articulated during interface

between this Committee and top level managements of MDAs which were earlier required to complete handover checklist/forms on their respective projects and programmes including available competencies and human, financial and material resources to achieve results.

It is also significant to note that the work of this Committee led, in part, to Mr. Governor's approval of the REDEEMED as the Agenda for the Implementation of his Administration's 2nd Term programmes. We are particularly pleased that Ondo State is having an Agenda that essentially aligned with the United Nations SDGs with its far reaching advantages.

As we stressed to participants at the April, 2021 Induction Programme for Top Government

Functionaries, the REDEEMED Agenda is to be vigorously pursued under the concept of 'One Administration' with inter/intra Sectoral collaboration for effective service delivery in all ramifications.

On behalf of my humble self and all members of this Committee, I express our profound gratitude to Mr. Governor for finding us worthy to undertake this assignment. It is our belief that all other Stakeholders particularly at the levels of MDAs will work together to make the Institutions of the State Government perform optimally for the people of Ondo State.

1.0 EXECUTIVE SUMMARY

Ondo State is one of the six states of the South-western part of Nigeria. Since its creation in 1976, it has enjoyed peaceful and successive political and military administrations. With the advent of the 4th Republic of Democracy in Nigeria, the State has had five democratically elected governors at the helm of affairs. The current Governor, Arakunrin Oluwarotimi Akeredolu, SAN was elected in February, 2017 for a term of four years, which was renewed in February 2021.

Having successfully completed a first tenure which was predicated on a 5-point agenda, encapsulated in the acronym **JMPPR**

- **J**ob Creation through Agriculture, Entrepreneurship and Industrialization;
- **M**assive Infrastructural Development and Maintenance;
- **P**rovision of Functional Education and Technological Growth;
- **P**rovision of Accessible and Qualitative Healthcare and Social Service Delivery;
- **R**ural Development and Community Development)

the Governor was duly re-elected for a second term in October, 2020.

In a bid to consolidate his previous efforts at transforming the State, Arakunrin Oluwarotimi Akeredolu SAN, in December, 2020, constituted a highly skilled six-member Committee to conduct a post-mortem of his first term Administration (February, 2017 to February,

2021), and to make Specific, Measurable, Actionable, Relevant and Time-bound projections regarding the future of the State.

The Committee, christened Transition Strategy & Implementation Committee (TSIC) was given the following Terms of Reference:

- Facilitate the Off-boarding of current Administration personnel with performance appraisals documented together with their recommended input for service improvement.
- Carry out a systemic review of the operations of the Administration in the last four years with a view to evaluating its performance and identifying areas for service improvement.
- Ensure that the achievements of the current Administration are properly reported and that records are appropriately archived
- Develop a new Agenda for the incoming administration focusing on performance based income generation strategies as well as formulating Specific, Measurable, Achievable, Relevant, and Timebound (SMART) service delivery across Government departments and agencies of government;
- Develop strategies for On-boarding incoming Commissioners and Heads of Agencies and run workshops to mainstream their input into the design of their Performance Objectives and Key Performance Indicators for the purpose of their periodic Self-Appraisal;

- Make recommendations and advice the government on result-oriented structural processes and practices for existing MDAs;
- Streamline the Administration to meet best-in-class practices for future transitioning processes including templates and other resources.

At the end of the transition exercise, the following outcomes were expected:

- i. Ability of each MDA to clearly articulate its goals, missions and visions
- ii. SWOT analysis by all MDAs (mandatory)
- iii. Clarity on revenue yielding potential of MDAs
- iv. Revenue enhancement for all MDAs and revenue coordinating Agency (ODIRS)
 - External funding summary within all MDAs (DFI, Multilateral, Donor or bilateral)
 - Clear Service Delivery Models for MDAs
- v. Project Statuses - All ongoing projects or upcoming projects.

From the onset, the Committee swung into action and structured the assignment into achievable deliverables.

1.1. Operational Framework

In a bid to aid a simplified and more effective scope of engagement, the committee structured its activities into two major areas: Off-boarding and On-boarding. These two broad areas were used to fashion out the operational framework for the transition exercise. The Off-boarding process on the one hand involved the Issuance of a Checklist containing most of the outcomes expected from the exercise, Collation/Analysis of reports from MDAs, Physical Interaction with selected MDAs and End-user Stakeholders interaction. The On-boarding process on the other hand involved the modification of the old JMPPR agenda into the REDEEMED agenda for the new term, the articulation of the 100 days deliverables and budgetary requirements, the induction of all

administrative and political appointees, in line with the policy direction of government.

1.2. Committee's Observations

The Committee during the course of its duties, through review of reports submitted and interactions at various levels with Ministries, Departments and Agencies (MDAs) observed the following:

- most MDAs have the capacity to deliver optimally;
- the MDAs worked in silos, which hampered collaborations for tangible and measurable results;
- there are no clear Organisational Performance Objectives (OPO) in various MDAs;
- apart from Donor Agency sponsored projects or programmes, there were no clear Key Performance Indicators (KPIs) for projects or programmes undertaken in most MDAs;
- there were no clear Monitoring, Evaluation and Learning (ME&L) frameworks for the projects and programmes undertaken; and
- most MDAs were not aware of foreign and national grants which could have helped solve their funding problems.

1.3. Recommendations

The Committee, having done its due diligence, made the following recommendations:

- i. a retreat should be organised to integrate political appointees into the new culture of REDEEMED upon further political appointments and constitution of a full cabinet;
- ii. a Performance and Project Implementation Unit (PPIMU) should be set up to monitor all projects and performance of government, so as to ensure completion and milestone documentation;
- iii. all MDAs should develop Organisational Performance Objectives (OPO) in line with the REDEEMED agenda and its KPIs

2.0 INTRODUCTION

Ondo State is one of the six states of the South-western part of Nigeria. Since its creation in 1976, it has enjoyed peaceful and successive political and military administrations. With the advent of the 4th Republic of Democracy in Nigeria, the State has had five democratically elected governors at the helm of affairs. The current Governor, Arakunrin Oluwarotimi Akeredolu, SAN was elected in February, 2017 for a term of four years, which was renewed in February 2021.

Having successfully run a first tenure which was predicated on a 5-point agenda, encapsulated in the acronym JMPPR (Job Creation through Agriculture, Entrepreneurship and Industrialization; Massive Infrastructural Development and Maintenance; Provision of Functional Education and Technological Growth; Provision of Accessible and Qualitative Healthcare and Social Service Delivery; Rural Development and Community Development), the governor was duly re-elected for a second term in October, 2020.

However, in a bid to consolidate on his previous effort at transforming the State, Arakunrin Oluwarotimi Akeredolu SAN, in December, 2020, constituted a highly skilled six-person Committee to conduct a post-mortem of his first term Administration (February, 2017 to February, 2021), and to make Specific, Measurable, Actionable, Realistic and Time-bound

projections for his second tenure and the future of the State. The Committee was christened Transition Strategy and Implementation Committee (TSIC). It was saddled with the following objectives:

- Adequate preparation for the incoming administration,
- Ensuring the Administration's records are appropriately archived,
- Facilitate the off-boarding of current Administration personnel.
- Streamline best practices for future transition processes including templates and other resources.
- Develop the architecture for a digital transition
- Develop a baseline for all sectors to serve as a benchmark for improvement

From the objectives outlined above, the following Terms of Reference were developed:

- Facilitate the off-boarding of current Administration personnel with performance appraisal documented together with their recommended input for service improvement.
- Carry out systemic review of the operations of the Administration in the last four years with a view to evaluating its performance and to identifying areas of service improvement
- Ensure that the achievements of the current Administration are properly reported and that records are appropriately archived

- Develop a new Agenda for the incoming administration focusing on performance based income generation strategy as well as formulating SMART service delivery across Government departments and agencies of government;
- Develop strategy for On-boarding incoming Commissioners and Heads of Agencies and run workshops to mainstream their input into the design of their Performance Objectives and Key Performance Indicators for the purpose of their periodic Self-Appraisal;
- Recommend and advise the government on result-oriented structural processes and practices for existing MDAs;
- Streamline the Administration to meet best-in-class practices for future transitioning processes including templates and other resources

At the end of the transition exercise, the following outcomes were expected:

- i. Ability of each MDA to articulate its goals, missions and visions, clearly
- ii. SWOT analysis by all MDAs (mandatory)
- iii. Clarity on revenue yielding potential of MDAs
- iv. Revenue enhancement for all MDAs and revenue coordinating Agency (ODIRS)
 - External funding Summary within all Ministries, Departments and Agencies (DFI, Multilateral, Donor or bilateral)
 - Clear Service Delivery Models for MDAs
- v. Project Statuses - All ongoing projects or upcoming projects.

2.1 Operational Framework

In a bid to aid a simplified and more effective scope of engagement, the committee structured its activities into two major areas: Off-boarding and On-boarding. These two broad areas guided the preparation of the operational framework for the transition exercise.

The Off-boarding process on the one hand involved the Issuance of a Checklist containing most of the outcomes expected from the exercise, Collation/Analysis of reports from MDAs, Physical Interaction with selected MDAs and End-user Stakeholders interaction. The On-boarding process on the other hand involved the modification of the old JMPPR agenda into the REDEEMED agenda for the new term, the articulation of the 100 days deliverables and budgetary requirements, the induction of all administrative and political appointees, in line with the policy direction of government.

2.2 Off-boarding

- i. Design of Checklist/Proforma to obtain raw data across Ministries, Departments and Agencies, and Political Office Holders
The Committee designed a comprehensive Reporting Checklist that could be used to evaluate the operational functions and deliverables of Political Office Holders and all Ministries, Departments and Agencies (MDAs) in the Ondo State Public Service. The Checklist was designed in a way that will capture all the deliverables of respective MDAs. It contained salient elements under four main topics: People, Processes, Technology and Results.
(A copy of the Checklist is attached as Appendix I)
- ii. Organisation of workshops for MDAs and Political Office Holders: The Committee in conjunction with the Office of the Head of Service (HoS) organised two workshops; one for Accounting Officer in MDAs and the other, Political Office Holders. The workshops gave participants a hands-on tutelage on the requirements from the checklist and what it portends for their respective MDAs.
- iii. Collection and collation of all Reports emanating from the Public Service

- Reports were aggregated from MDAs across the State Civil Service using manual and digital platforms. A dedicated website and email address was set-up for submission of the reports. To provide opportunity for feedback, a Google form was designed for the opinion of political office holders on the entire transition process, bearing in mind that the Off-boarding and related evaluation was a new concept for the Civil Service. All reports were collated and analysed based on three major indices - Achievements, Challenges, Prospects.
- The Achievements highlighted the strides of Governor Oluwarotimi Akeredolu, SAN Administration in the first 4 years in different sectors of Ondo State, while the Challenges x-rayed the difficulties encountered by the administration in the delivery of its promises to the people. Most of the challenges that were highlighted by MDAs are:
 - ✓ Lack of Interagency cooperation/synergy amongst agencies and principal officers
 - ✓ Lack of internet access
 - ✓ Inadequate access to funds from donors or partners funds to cushion the effect of paucity of funds
 - ✓ Shortage of skilled and motivated personnel
 - ✓ Inadequate office spaces and inadequate working tools
 - ✓ Inadequate training
 - ✓ Duplication of mandates and roles
 - ✓ Inadequate budgetary provision,
 - ✓ Paucity of fund and delay in accessing fund

The Prospects however, is a documentation of the projects and programmes that could be embarked upon in the second tenure, according to a stratified time frame of 100 days; 1 to 2 years, and 3 years and above.

- iv. Physical interaction with selected MDAs
The Committee interacted physically with some key Ministries, Departments and Agencies such as Ministry of Health, Ministry of Education, Ministry of Physical Planning and Urban Dev., Ministry of Agriculture, Ondo State Agribusiness Empowerment Centre, Ondo Investment and Promotion Agency (ONDIPA), Ondo State Electricity Board (OSEB), Ministry of Water Resources, Sanitation and Hygiene, Ondo State Water Corporation, Rural Water and Sanitation Agency (RUWASSA), Ministry of Finance, and Ondo Internal Revenue Service (ODIRS). The interactions helped the Committee better understand the policy formulation and implementation processes at the level of the MDAs.
- v. Engagement with End-user Stakeholders of Selected MDAs
Since government and governance are about the people, the Committee thought it fitting to engage the end-users of government services, so as to assess the impact of government's projects and programmes. The MDAs' stakeholders were grouped into sectors for easy engagement. The sectors engaged include:
 - Education
 - Health
 - Investment
 - Agriculture
 Deliberations yielded a wide array of responses. Their recommendations and concerns were duly noted. MDAs who needed to adjust their frameworks and proposals in view of the observation of stakeholders were advised to do so.

2.3. Key Observations from the reports and the Off-Boarding Process

The following were the key conclusions of the Off-boarding process:

- i. There was an obvious lack of coordination and communication amongst MDAs with various entities working in silos, which made policy execution slower and disjointed.
- ii. The JMPPR Agenda had some lacunas in view of the real challenges of the people. The areas that were conspicuously absent included: **Security, Energy and Service Improvement.**

2.4 On-boarding

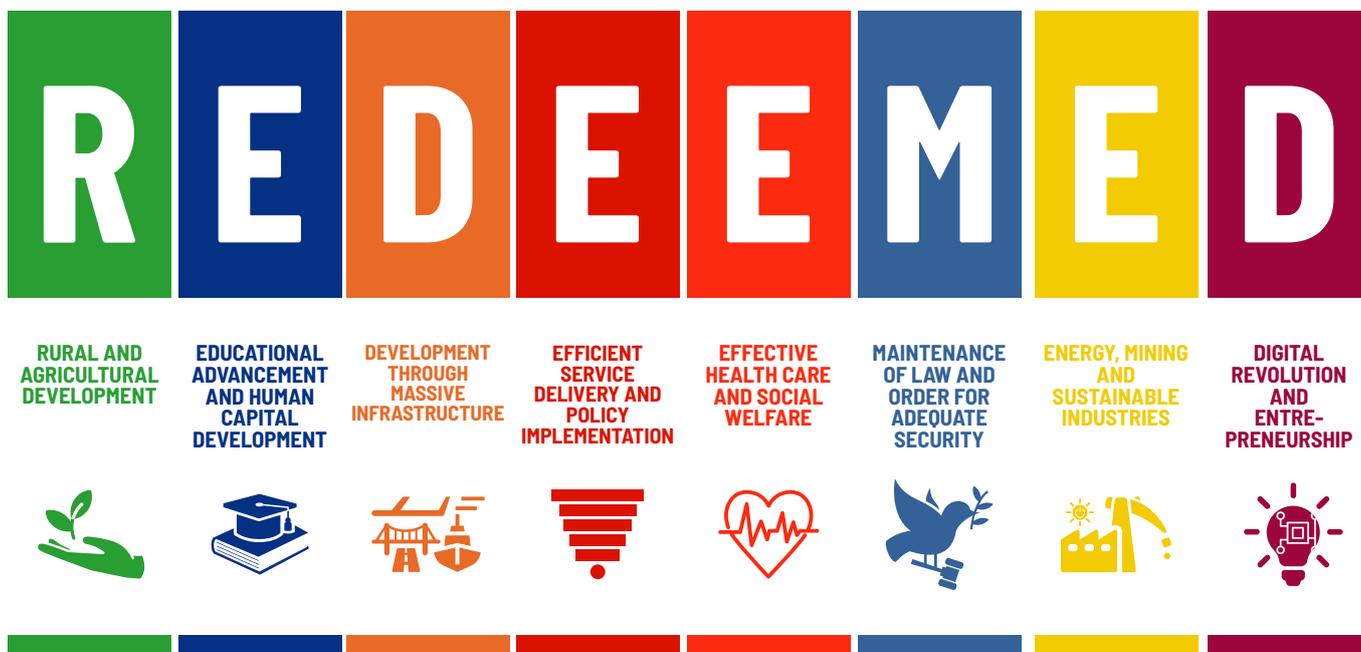
Although the Committee had worked on an all-encompassing on-boarding process for the transition, the engagement with the principal stakeholders of government from the Off-boarding process necessitated a slight adjustment in the template that was being developed. One thing remained constant. Optimum Service Delivery was a goldmine that could be leveraged to attract investment in all sectors. This had a strong potential for unprecedented wealth creation. Therefore, the Committee, through that premise proposed that “Improved Service Delivery will lead to Improved Revenue Generation” should be adopted as the overarching Value Proposition for the second term of the Governor. Also, in a bid

to cure the negative culture of MDAs working in silos, the Committee suggested that a 'One Administration' mantra be adopted by the Administration. This would permeate into the consciousness of workers and foster collaborations at all levels.

Additionally, the TSIC agreed on the following for the On-boarding process.

- i. Modification of the **JMPPR** Agenda into **REDEEMED**

Having read through and analysed the reports submitted by various MDAs and Political Office Holders, the Committee noticed three major lacunas in the JMPPR Agenda which was the banner of Mr. Governor's first term administration. Specifically, Security, Energy and Service Improvement. The Committee decided to fashion out a more encompassing Agenda that resonates with the already existing redemption mission of Mr. Governor, and thus, a set of 8 well-crafted areas of development with the acronym 'REDEEMED' was coined and adopted as the policy direction for the next four years. The REDEEMED Agenda is illustrated below:



ii. 100 Days deliverables of the Administration
 In most countries around the world, the '100 days in Office' of a leader in an elective post is the official scorecard for tangible impact or none of it. This necessitated the Committee to put together the 100 Days deliverables of the Arakunrin Oluwarotimi Akeredolu administration. The 100 Days deliverables were classified according to the REDEEMED agenda and are tied to the United Nations' Sustainable Development Goals (SDGs), which have prescribed and measurable indicators. Since one of the major and recurrent challenges facing government is paucity of funds, each of the projects to be commissioned were carefully selected based on criteria that included availability of budgetary provision for their implementation.

iii. Induction for newly appointed Political Office Holders and Permanent Secretaries
 The Governor appointed new Permanent Secretaries and some key Political Office Holders, to drive the implementation of his second term policies, programmes and projects in office. The Committee therefore, recommended and helped organise an Induction Programme for Top Government Functionaries in the State with the objective of

familiarizing them with the new agenda of the government and to intimate them on their roles under the new dispensation and the pivotal role of the REDEEMED agenda in it all.

The major contents of the Induction Ceremony were:

- an in-depth explanation of the REDEEMED Agenda
- an exposé on Sustainable Development Goals and their alignment with the REDEEMED Agenda
- a look at Organizational Performance Objectives, Individual Performance Objectives and Key Performance Indicators

During the induction, MDAs were grouped into sector clusters. Their assignment was to design a collaborative project or programme, which is in tandem with the REDEEMED agenda and which addresses some of the Sustainable Development Goals (SDGs). Within a short period, the MDAs completed the task, which was initially set-up to test their collaborative skill and establish the impact of the Committee at breaking the barrier of working in silos.

3.0 REDEEMED

The REDEEMED Agenda is a policy statement of the Arakunrin Akeredolu – led administration for a second term in office. The Agenda is a reflection of the yearnings of stakeholders at different levels. It contains the pivotal and contemporary issues that can drive development throughout the State, and even beyond.

The REDEEMED agenda is an improvement on the JMPPR agenda which was the driving force

in the first term of Arakunrin Oluwarotimi Akeredolu's Administration. The identification of key factors such as Energy, Security and Service Improvement necessitated the coinage of REDEEMED. It is also in line with the Redemption message that has been at the core of the governor's campaign rhetoric since he first contested in 2012.

The REDEEMED agenda is presented in the image below:



In order to ensure that this agenda yields the desired results at the end of the Governor's tenure in Office, the REDEEMED Agenda has been tied to the United Nation's Sustainable Development Goals (SDGs).

The SDGs adopted by United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 SDGs, which are an urgent call for action by all

countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests. These are the essence and deliverables of government.

SUSTAINABLE DEVELOPMENT GOALS



The SDGs have been structured in a way that each goal has its own Key Performance Indicators. These Indicators are akin to milestone checkers. They help to ensure performance in any area of commitment. That is why the REDEEMED Agenda has been tied to the SDG, so as to ensure that the promise made to the people are kept and also to give the strategic plan of the state a global outlook.

SUSTAINABLE DEVELOPMENT GOALS

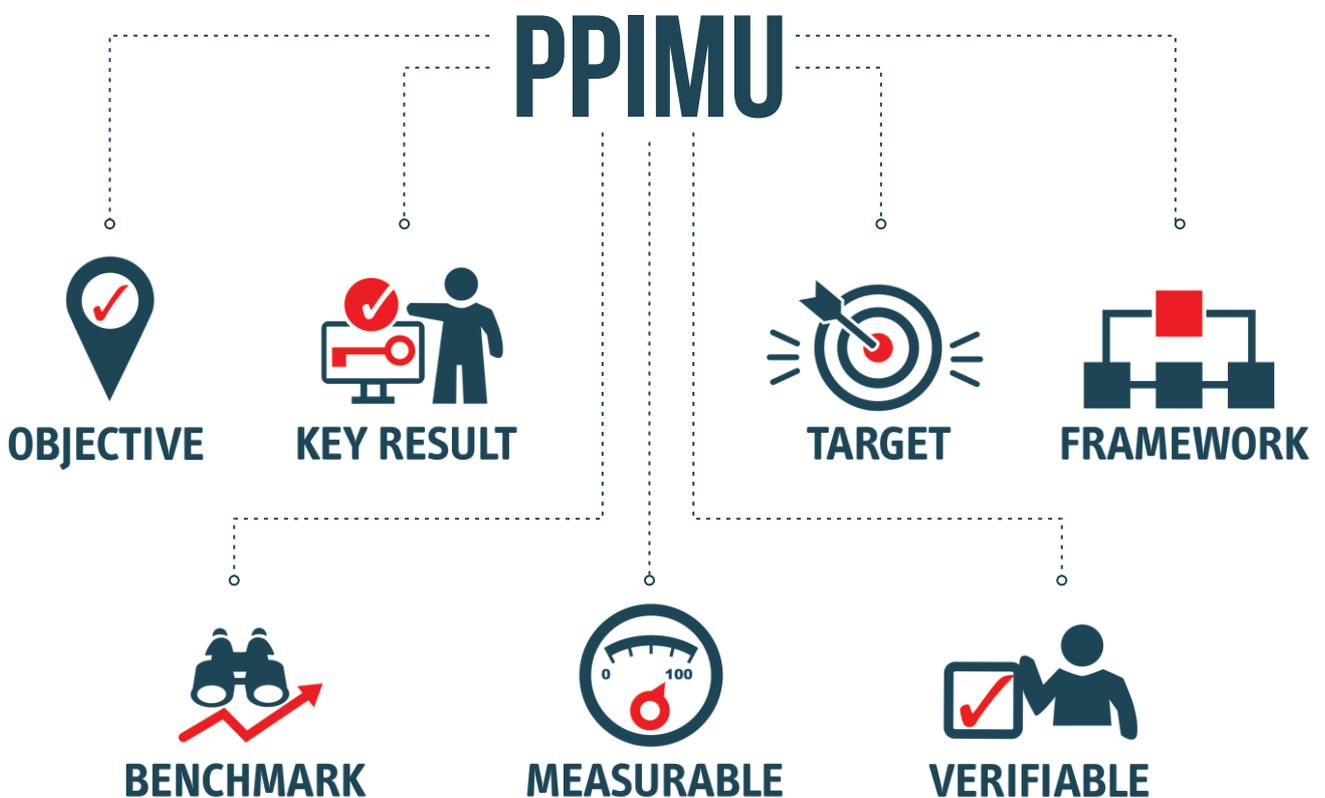
- R** - RURAL AND AGRICULTURAL DEVELOPMENT
- E** - EDUCATIONAL ADVANCEMENT AND HUMAN CAPITAL DEVELOPMENT
- D** - DEVELOPMENT THROUGH MASSIVE INFRASTRUCTURE
- E** - EFFICIENT SERVICE DELIVERY, DEVELOPMENT AND POLICY
- E** - EFFECTIVE HEALTHCARE AND SOCIAL WELFARE
- M** - MAINTENANCE OF LAW AND ORDER FOR ADEQUATE SECURITY
- E** - ENERGY, MINING AND SUSTAINABLE INDUSTRIES
- D** - DIGITAL REVOLUTION AND ENTREPRENEURSHIP



4.0 PERFORMANCE AND PROJECT IMPLEMENTATION AND MONITORING UNIT (PPIMU)

The Performance and Project Implementation and Monitoring Unit (PPIMU) is an end-product of the transition exercise. The initiative was borne out of the desire of the Committee to ensure that there is a higher level of performance monitoring and project execution within the State. It is also as a result of the Value Proposition that “Improved Service Delivery will lead to Improved Income Generation”.

The creation of the unit is a recommendation of the Committee, and it has received the approval of Mr. Governor for its take-off. An Executive Order to that effect will soon be promulgated by Mr Governor pending the legal framework for its establishment.



5.0 COMMITTEE MEMBERS

MR. DARE ARAGBAIYE Chairman

Mr. Oluwadare Aragbaiye is a seasoned Administrator with over 35 years experience in the Public Service. He holds a Bachelor's Degree in Political Science from the University of Ife, now Obafemi Awolowo University, Ile Ife. He also obtained a Master's Degree in Business Administration at the Federal University of Technology, Akure.

Mr. Aragbaiye commenced his Civil Service career in March, 1985 as an Administrative Officer. He served in several capacities in the State Civil Service. Notably, he served as Private Secretary to two (2) successive Military Governors, Colonel Ekundayo Opaleye and Navy Captain Olabode George. He served as Chief Protocol Officer to the former Deputy Governor, Dr. Olusegun Agagu of blessed memory. He also served as Director/CEO of the Ondo State Board of Internal Revenue.

He rose through the ranks and was appointed Permanent Secretary in year 2012 by the immediate past Governor, Dr. Olusegun Mimiko and was later appointed Head of Service in year 2019 by the Governor, Arakunrin Oluwarotimi O. Akeredolu, SAN. He retired from the State Civil Service in March, 2021.

Shortly after his retirement, he was appointed as Special Adviser to the Governor on Union Matters and Special Duties in March, 2021. Mr. Aragbaiye has attended several training/capacity building programmes within and outside Nigeria. He is a fellow of both the Chartered Institute of Personnel Management (CIPM) and the Institute of Public Administrator of Nigeria (IPAN).

Mr. Aragbaiye is a member of the State Tenders Board and also a Board member of the Ondo State Bureau of Public Procurement.

DR. PATRICK TOLANI

Technical Coordinator

Patrick Tolani is currently the CEO of Community Energy Social Enterprise Limited (CESEL). He is also a Partner at Vale Partners (Barristers & Solicitors). Patrick Tolani was the Executive Director/CEO of the Oxfordshire Equality Human Rights Council, the equality and human rights organization covering Oxfordshire in the United Kingdom. He had a brief stint with the UNDP Country Office for Timor-Leste as the Principal Adviser for Trade and Development.

He graduated from a postgraduate programme at the Cambridge University on Cross-Sector Partnerships. He holds a degree in Law (LL.B, Hons. 1990) and three Master degrees in Law (LL.M 1992 with Best Graduating Student Award); Master in Industrial and Labour Relations (MILR, 1997) and Master in Public Policy and Administration (MPA, 2000) and PhD in Public Management.

MS CECELIA AKINTOMIDE

Member

Cecilia Akintomide is a seasoned executive with expertise in Development Finance, Corporate Governance, Law, and General Management. She is an Independent Director on the Boards of (i) CcHUB Growth Capital, Nigeria's first social innovation fund, supporting high potential early-stage businesses; (ii) SWAgCo, an agricultural sector investment company; and (iii) Ondo State Development and Investment Promotion Agency (ONDIPA), a state government agency, focused on promoting development and investments. Cecilia is a member of the Board of Regents of Covenant University, one of Nigeria's leading universities, and the Board of Trustees of the Olusegun Obasanjo Presidential Library. She was also an Independent Non-Executive Director on the Board of FBN Holdings Plc. Cecilia is also a member of the Institute of Directors, Nigeria.

She has served in senior roles including Vice President Secretary General of the African Development Bank (AfDB), a development finance institution established to contribute to the development of African countries. Cecilia also served as Head of Public and Private Sector Projects and Policy, in the General Counsel & Legal Department of the AfDB.

Cecilia is an ardent champion of Girls and Women's Economic Empowerment, and is passionate about corporate governance. She was accorded the National Award of the Officer of the Order of the Niger (OON) by the Federal Republic of Nigeria, in recognition of her contribution to sustainable development. In addition, in 2019, Cecilia received the African Business Law Icon of the year award.

MR. LOLU ELEGBE

Member

Lolu Elegbe is a lawyer and project management consultant, currently leading strategic business improvement initiatives for clients in the Nigerian Oil & Gas industry.

Lolu was born in Akure and spent his first two years growing up in the Sunshine State. His family moved to Lagos shortly afterwards, where he spent the rest of his childhood and early adult years. He attended secondary school in Jos, Plateau State, before studying and obtaining a bachelor's degree in Law (LLB) from Moscow Russia. He moved to the UK upon graduation and obtained a master's degree (LLM) in International Law. He practised law with a number of prestigious UK law firms before deciding on a career switch to project management.

Now going on two decades as a project manager, Lololu has delivered large and medium scale business and digital transformation projects for Fortune 500 companies across multiple industries, with a focus on technology, process and people.

Since moving back to Nigeria, Lololu has served as Country Director for a technology start-up involved in digital adoption across Nigerian education institutions in partnership with Microsoft and led the creation of a project management framework for one of Nigeria's largest financial technology companies.

Lolu is now consulting in the Nigerian Oil & Gas industry, where he leads teams to deliver transformational business change initiatives.

A prolific writer, Lololu is a published author who wrote the bestselling, "Through My Eyes: A foreign view of the 2008 US Presidential Election". He has written many articles and essays on current affairs including the critically reviewed "Two Koreas, One Nigeria".

MR. AYO SOTINRIN

Member

Ayo Sotinrin is Chief Executive at SAO CAPITAL an African social Impact Investment & Advisory firm focused on infrastructure Renewable Energy, Agriculture, Infrastructure Projects and Real Estate.

Ayo works with Governments across Africa on the development of critical Infrastructure projects with both Federal and State Governments. Under his leadership, SAO Capital was appointed as the Investment and Multilateral Advisory firm to Ondo State Government, SAO has raised over \$320m concessional loans for various developmental projects (\$222m Water Supply, 1000km Rural Roads, 20,000 hectares of Afforestation and renovation of Primary Healthcare centres across Ondo State).

Current projects include the Ondo Power & Water All initiative, provision of power through Solar to 584 PHCs and safe water at the PHCs used by 5.1million.

He served as a senior advisor on many high-level Federal, State Government developmental programmes funded by development partners (World Bank, Afd, DFID, Afd, USAID, UNDP) including the \$115m World Bank Funded PPP Infrastructure Project at the Ministry of Finance/ICRC, £100m Nigeria Infrastructure Advisory Facility 1 & 11 (NIAF) funded by DFID.

From 2011-2015, he served as Special Adviser (Environment & Urban Development) to the Honourable Minister of State FCT where he led the \$350m Abuja Urban Integrated Infrastructure Development Program to rejuvenate the 18 Satellite Towns of the Federal Capital Territory with over six million residents without basic infrastructure. In 2015, he was one of the Strategic Advisors to the Honourable Minister of State, Trade and Investment that developed the “Trade & Investment Blueprint and Strategic Focus for Nigeria 2015-2019”.

Prior to working in Nigeria, he worked for two Investment Banks, Royal Bank of Scotland International in the British Isles (Guernsey, Jersey, Gibraltar, Isle of man) and Deutsche Bank, Thomson Reuters and the Environment Agency UK.

MR. BABAJIDE AKEREDOLU **Secretary**

Babajide Akeredolu is a technical consultant at Worley Nigeria Limited (Formerly Worley Parsons) and cofounder of Isisae Consulting with over 8 years of experience in non-conventional Energy resource development. His consulting interests are focused on Social Impact Investment and advisory on the effective adoption of the 4th industrial revolution in developing countries. His efforts to driving adoption and localization of innovative technologies led him to cofound the Nigeria Flying Labs Southwest Hub, a member of a 38-country network of hubs dedicated to accelerating the positive impact of local aid, health, development and environmental solutions locally.

Akeredolu Studied Chemical Engineering (minors in Business and Environmental Engineering) at the New Jersey Institute of Technology where he was honoured to be inducted to the Omega Chi Epsilon Chemical Engineering Honors Society and Phi Eta Sigma Engineering Honors Society. He was also the President of the African Student Association and head Photographer of the University. Akeredolu moved on to bag a Masters degree in Chemical Engineering and Petroleum Refining at the prestigious Colorado School of Mines where he published multiple peer-reviewed research papers on the characterization of heavy crude oil.

Akeredolu's passion for Nigeria and understanding of non-conventional crude oil led him to pursue another master's degree in Mining Engineering at Queen's University, Kingston, Canada where he conducted research on effective extraction of bitumen from Oil Sands in Ondo State. His research has been utilized by the Federal Ministry of Mines and Steel and the Ondo State Government to fast track the processing of Bitumen in Nigeria.

